



Conclusions

ComIT's five-year Master Technology Plan is ambitious, but the current city leadership has the vision and the drive to reach these goals and achieve mission excellence. ComIT spearheaded the effort to develop the Master Technology Plan, but cannot transform into a true service-optimized organization without the support of its partners (City Council, the city manager and department directors). All must become familiar with the Master Technology Plan and share the vision to become: **“an organization committed to proactively delivering a dynamic and evolving set of core services and innovative technologies that the city and its constituents demand.”**

To strengthen governance, ComIT will seek members to serve on an Investment Review Board to take ownership of project-related decisions. These members will be provided with the necessary information regarding project status, business value/ROI of proposed work, and any scope changes or project impacts. They will be given the tools to be actively involved and effective in governing the IT project portfolio. These investments will be of great importance to the City Council, our citizens and local businesses.

To transform service delivery, business relationship managers (BRM) will be assigned to work with designated departments. ComIT strongly believes that the departments need and will embrace this new relationship and advocacy the BRM will provide. In this capacity, the departments and BRMs will partner in developing departmental technology plans to meet their current and future needs. ComIT will engage to learn the departments' business, understand their challenges, and help craft plans to address business needs. ComIT's outreach approach will not be limited to technology solutions, but will also assist with process design, business case development, strategic planning, as well as project status and dashboard management tools.

To build better business solutions, ComIT will work to leverage investments in existing technology solutions and automate key business processes to maximize depart-

ment service delivery. ComIT will provide agencies with the power to analyze and report against their data and approach new application development with a focus on innovation.

A foundational element of the entire plan is the need to improve core technology infrastructure and operations. ComIT will implement a next generation network to improve the speed, reliability and performance of the single most important IT asset that the organization owns. Other core technologies must be expanded to include improved storage systems, data integration and management solutions, and security solutions.

Many of these initiatives require adequate funding and sustainment programming of the technology assets for the long term. The MLT has already recognized the importance of the plan and is including year one funding for many of the initiatives in the FY15 budget. This plan is not solely an IT plan - but a plan to improve and enhance the ability of each line of business within the city to deliver needed and valued services to the departments, citizens and visitors.

Putting the strategic plan into action also offers benefits that extend beyond the city's borders. The initiative to implement a radio strategy will improve and sustain communication within the region in the event of an emergency. Deploying additional optical fiber to build out the next generation network allows interoperability with regional partners such as higher education institutions. Communications and collaboration between Virginia Beach and other cities will be greatly enhanced. The sharing of services, such as hosting applications for sister-cities, will become possible, and public safety operations will become more agile and responsive to the citizens and our regional partners.

This is much more than a technology plan: It is a plan to transform service delivery for the City of Virginia Beach. This is a challenging and anticipatory time for ComIT. The organization has developed a vision for excellence and a roadmap to get there. ComIT has taken

a methodical approach to assess and establish a baseline in order to formulate these recommendations and lay out a clear plan for the future. This report provides a five year strategy for implementing the Virginia Beach Master Technology Plan. Implementation will require leadership commitment and resourcing, departmental

collaboration and ComIT performance and accountability. Transforming the delivery, modernization and expansion of technology services will be challenging. This roadmap brings into focus how achievable it can be, and how technology will assist the organization in reaching its vision as a community for a lifetime.

Acronyms

Acronym	Meaning
ACD	Automatic Call Distribution
APM	Application Portfolio Management
ARB	Architecture Review Board
ATC	Advanced Technology Center
BA	Business Analysis/Analyst
BC	Business Continuity
BI	Business Intelligence
BIA	Business Impact Analysis
BRM	Business Relationship Management/Manager
BST	Business Systems Team
CIO	Chief Information Officer
CIP	Capital Improvement Program
CIT	Communications and Information Technology
CMMI	Capability Maturity Model Integration
COI	Community of Interest
ComIT	Communications and Information Technology
COOP	Continuity of Operations Plan
COTS	Commercial Off-the-Shelf
CPU	Central Processing Unit
CRM	Customer Relationship Management
CRO	Cultural and Recreational Opportunities
CTO	Chief Technology Officer
DBA	Database Administrator
DBMS	Database Management System

Acronym	Meaning
DHS	Department of Human Services
DR	Disaster Recovery
DRB	Design Review Board
EA	Enterprise Architecture
ECCS	Emergency Communications and Citizens Services
ECM	Enterprise Content Management
EMS	Emergency Medical Services
ERP	Enterprise Resource Planning
EV	Economic Vitality
FTC	Full-time Consultant
FTE	Fulltime Equivalent
FY	Fiscal Year
FYO	Family and Youth Opportunities
GB	Gigabyte
GIS	Geospatial Information Systems
GRM	Government Revenue Management
HR	Human Resources
I&O	Infrastructure and Operations
IoT	Internet of Things
IP	Internet Protocol
IPG	InSITE Program Group
IRB	Investment Review Board
IT	Information Technology
ITAM	Information Technology Asset Management

Acronym	Meaning
ITCM	Information Technology Change Management
ITIL	Information Technology Infrastructure Library
ITS	Intelligent Traffic System
ITSD	Information Technology Service Desk
ITSSM	IT Service Support Management
LAN	Local Area Network
MAN	Metropolitan Area Network
MB	Megabyte
MDT	Mobile Data Terminal
MHz	Megahertz
MIPS	Million Instructions per Second
MLT	Management Leadership Team
NGN	Next Generation Network
OLM	Oracle Learning Management
OPEX	Operating Expense
PMI	Project Management Institute
PMO	Project Management Office
PMP	Project Management Professional
PMT	Project Management Team
PPM	Project Portfolio Management
PSAC	Public Safety Answering Center
PTC	Part-time Consultant
PWA	Project Web Access
QELL	Quality Education and Life Long Learning
QO	Quality Organization
QPE	Quality Physical Environment
RACs	Revenue Assessment and Collections

Acronym	Meaning
RDBMS	Relational Database Management System
RFP	Request for Proposal
ROI	Return on Investment
RPM	Resource Planning and Management
RTO	Recovery Time Objective
SA	Systems Analyst
SAM	Server and Application Monitoring
SAN	Storage Area Network
SC	Safe Community
SCADA	Supervisory Control and Data Acquisition
SCG	Strategic Coordinating Group
SDLC	Software Development Lifecycle
SIT	Strategic Initiative Team
SLA	Service Level Agreement
SLM	Service Level Management
SLT	Service Level Targets
SME	Subject Matter Experts
SOW	Statement of Work
SR	Service Request
SRM	Storage Resource Management
TB	Terabyte
TCO	Total Cost of Ownership
TIME	Tolerate, Invest, Migrate, Eliminate
TIR	Technology Initiative Request
VoIP	Voice over IP
WAN	Wide Area Network

Appendices available online