

Information Technology

Strategic Plan
for the Office of Information Technology



Introduction³

The Information Technology Strategic Plan for 2022-2027 is a continuation of the initial plan created in 2017. The plan has been modified to reflect the move of Media Services from the Office of Information Technology to the new Office of Media Services. The initial plan was a product of an inclusive planning process involving staff from three large municipal departments, Police, Fire & Rescue and Community Services, a public body member / citizen representative and a vendor / partner representative. Municipal employees were chosen from a variety of management levels. Since FY2020, the Office of Information Technology has used the 2017 IT Strategic Plan to guide employee annual goal creation. The Office of Information Technology staff has reviewed and offered feedback on this strategic plan. The general consensus is to re-align goals within new framework. Small changes made related to evolving cybersecurity concerns and removal of goals strictly related to Media Services.

As part of the City of Dover's Framework for Performance Excellence, each department develops its own strategic plan which works in conjunction with the City's Master Plan to guide the community. This Strategic Plan builds on the accomplishments from earlier strategic planning efforts. It presents a vision, mission, core values, goals and objectives developed in collaboration with staff and management. This plan includes a performance-based management framework that will ensure the continued success and effectiveness of work.

The Strategic Plan reviews identified issues and challenges for the Department organized around five major outcomes/goals:

Goals

- A. **Customer Focused** - Ensure overall municipal service delivery remains responsive to needs of community and that response time to citizen concerns is reasonable.
- B. **Product and Process** - Ensure overall municipal services meet and/or exceed the highest industry standards given the resources available.
- C. **Leadership and Governance** – Effectively continue to communicate with the community at large through various means and support citizen engagement in local governance and community forums.
- D. **Financial and Benchmark** – Maintain and strengthen financial stability of municipality to include reporting on any financial concerns and addressing them as they may arise during the course of the fiscal year.
- E. **Workforce-Focus** – Continue to recruit, retain and support training of employees and volunteers necessary to fulfill service delivery needs of community.

Each of these five Goals has a set of specific objectives, actions and performance measures to assess progress. These have been listed in an Action Plan that serves as a road map for action.

Vision Statement⁴

The City of Dover's overall vision statement as derived from the collective input of citizens, business owners and other key stakeholders interested in the long term future of the community is as follows:

"The Office of Information Technology (IT) is a trusted partner in creating solutions and by consistently providing accurate and responsive data to support decision making. IT Office leadership deploys forward-thinking and accessible technology for use by both municipal staff and the Dover community. The IT Office safeguards resources, actively listens at all levels of the municipal operation, transparently communicates and prioritizes Office of Information Technology work."

Mission Statement⁵

The City of Dover's organizational mission statement reflecting the purpose to be served by the existence and ongoing efforts of our municipal operations is as follows:

"To promote the Dover community's connection to their local government services through the use of easily accessible and accurate information services. To support and assist municipal staff by providing access to responsive, easy-to-use, secure and reliable information technology systems and services."

Core Values⁶

The core values representing the beliefs and behaviors by which all members of the City of Dover organization shall conduct ourselves and providing a common basis for making and evaluating all decisions and actions are as follows:

Customer-Focused Service – We engage our customers, with a focus on listening to and supporting their needs, anticipating and delivering high quality services and ensuring their satisfaction.

Integrity – We conduct ourselves at all times in a manner that is ethical, legal and professional, with the highest degree of honesty, respect and fairness.

Innovation – We develop creative solutions and share leading practices that enhance the value of services provided for our customers.

Accountability – We promote openness and transparency in our operations ensuring that we are accountable for our actions at all times.

Stewardship – We serve as trusted stewards of the public's financial, environmental, social and physical resources always seeking to responsibly utilize, conserve and sustain for current and future generations.

Emerging Issues and Challenges⁷

The Information Technology (IT) Strategic Planning Committee identified both areas of strength where ongoing processes and planned projects should continue as well as areas of opportunity to address current challenges:

Issue and Challenge

The committee identified the opportunity of leveraging industry convergence of technology-driven services such as communications, systems, software and mapping. *(Issue 3 & 6)* Communications includes a large scope of both office and mobile voice and data as well as applications, systems and services. A second ongoing and important function is hardware and software inventory management and replacement planning. *(Issue 10)* Lastly, the committee noted that the Information Technology Office should complete current priority projects that provide value to the City of Dover. *(Issue 5)* An important function that requires ongoing effort of continuous data maintenance, refinement and controlled growth is asset management, with a requested focus on utilities. *(Issue 2)*

Today, the IT Office shares support request and project information via intranet site, quarterly meetings of IT committee and bi-weekly meetings of department heads. Our challenge is to ensure that all employees have an awareness of and a feedback mechanism for IT activities that relate directly to their job function. This work would improve the alignment of IT objectives and deliverables with the needs of the municipality. *(Issue 5)*

A key challenge is addressing the concern that new technologies will increase workload or otherwise negatively impact an already busy operation. Getting buy in on change and new technology at all levels of the organization requires communication. IT must remain open-minded and adaptable while educating, informing and working cooperatively with departments. IT must balance speed of new service delivery with comprehensiveness of service delivered. *(Issue 5)*

Public safety services have noted a significant increase in their reliance of technology within a 7x24 environment. *(Issue 7)* Examples of this are field-based laptops and tablets, VoIP services, an explosion of technology incorporated within building systems and infrastructure. As a result, the IT office reports a significant increase in supported systems and services. *(Issue 9)* The committee identified both increased staffing levels and additional training would allow better IT service delivery. *(Issue 5)* Specific roles mentioned were a business analyst, office secretary and Fire & Rescue Department IT technician. Also mentioned was the opportunity of delegating select IT administration and management work to departments thereby empowering them to improve response time and offload work from core IT staff. *(Issue 7)*

Two issues raised focus on the area of accessibility. Making infrastructure information and work orders more accessible as well as easy to use both in the office and in the field. *(Issue 1)* Improve public accessibility, search-ability of public records and better integration of public bodies with municipal operations. *(Issue 8)*

Lastly, the challenge of vendors' rapid upgrade cycles, which drive change, as well as annual cost increases for systems and services was an area of concern. *(Issue 4)*

Action Plan: Goals, Objectives, Actions & Outcome Measures⁸

The responses to the Issues and Challenges listed in Section 2 are provided in the following Matrix. The Matrix lists the four Goals and their corresponding Objectives, Actions and Outcome Measures.

The four Goal areas are:

- A. Customer Focused.
- B. Product and Process
- C. Leadership and Governance
- D. Financial and Benchmark
- E. Workforce-Focus

The Matrix also:

- Identifies the timeline for implementing each Action
- Identifies the responsible person or people tasked with performing the Action
- Indicates which Issue or Challenge is being addressed by the proposed Action

Goal Area: A. Customer Focused

Objective 1: Supports the delivery of accurate, easily accessible and meaningful information via various systems and services.

Objective 2: Collaborating and communicating with regard to current priorities, active events and scheduled plans.

Goal Area: B. Product and Process

Objective 1: Provide services to empower departments in making data driven decisions in a timely manner.

Objective 2: Supporting systems through the lifecycle. Hardware and software inventory management and replacement planning.

Objective 3: Safeguarding, ensuring integrity and resilience of City of Dover municipal IT systems and services.

Goal Area: C. Leadership and Governance

Objective 1: Managing change, collective decisions, advanced communications.

Objective 2: Identify areas of ownership of Information Technology administrative procedures.

Goal Area: D. Financial and Benchmark

Objective 1: Align Office of Information Technology services and funding with organization needs.

Goal Area: E. Workforce-Focus

Objective 1: Ensure Office of Information Technology is current in their industry knowledge, skills.

Objective 2: Ensure municipal employees have baseline office productivity and appropriate enterprise application skills.