



**Town of Oro Valley
Information Technology Department
Strategic Plan 2019 - 22**



Introduction

The IT team is pleased to present the 2019 to 2022 strategic plan. This plan is intended to be a roadmap for the IT Department in its mission to support the Town of Oro Valley's technical needs. Technology is a critical part in achieving the Town's overall goals. From irrigation timers to financial reports, the IT team serves the Town as consultants, integrators, implementers, managers, and maintainers of technology.

For this strategic plan, the IT department took a three-year approach. This is considered a long view in technology as technology shifts can come on rapidly. Additionally, any strategic plan needs to flex with organizational initiatives. With this in mind, the strategic plan is a "living document" requiring yearly updates in order to accommodate shifts in technology, Town strategy, and other defining factors. The strategic plan is focused into five strategic initiatives: Service Delivery Improvement, Cyber Security, Application Lifecycles, Business Continuity, and IT as a Strategic Partner.

Technology is constantly evolving and changing. The Town's needs and use of technology is also constantly evolving and changing. At any time, we may need to adopt upcoming trends around mobility, open data, smart cities, and cyber security. Current technology trends include: cloud services, mobility, security, open data. Large scale technology requests we hear from town departments include: online permit request and plan review, data/system integration, and mobility. We want to leverage the synergy of current trends with Town needs in order to bring effective solutions online. In order to accomplish our mission, the IT team draws upon their training, experience, and professionalism to deploy and support technology solutions.

Since technology touches everything the Town does, the IT Department serves as a strategic partner to all Town departments. Technology solutions impact the tools we work with, how we get our work done, the results of our work, and how Town revenues are spent. The IT team listens to departments' needs and partners with them to deliver effective technology solutions. We also review software and support contracts, technology pricing, and leased services. All of these elements are evaluated when the IT team develops and proposes solutions. These solutions need to address current requirements and anticipate future needs to get the most out of the technology. The IT team makes recommendations from training, experience, and analysis to deliver effective, cost conscious, solutions.

The IT team is already executing the 2019 - 22 IT Strategic Plan, providing the best technology solutions and support for the Town. Through these solutions, Town staff will be able to continue to provide constituents the excellent services they expect. With the IT Strategic plan's help as a document to refer to for best practices and guidance, the IT department stays aligned with the Town's strategic focus areas of: Economic Vitality, Culture and Recreation, Public Safety, Roads, Water and Town Assets, Land use, Effective and Efficient Government, and Town Finances.

Looking Forward,

Chuck Boyer
Chief Information Officer
Town of Oro Valley

Guiding Principles

The Town Council has adopted a two-year Strategic Leadership Plan to provide guidance to staff on decision-making and budgeting. That plan has seven strategic focus areas:

- Economic Vitality
- Culture and Recreation
- Public Safety
- Roads, Water and Town Assets
- Land Use
- Effective and Efficient Government
- Town Finances

Information technology and business are becoming inextricably interwoven. I don't think anybody can talk meaningfully about one without talking about the other. - Bill Gates

These focus areas help Town departments direct resources in budgeting, daily operations and Town projects. The Information Technology department supports the Town Council Strategic Leadership Plan directly through goals 1A and 6B, as well as indirectly by providing the electronic services, support, and infrastructure tools to assist Town staff in accomplishing their goals tied to the focus areas. In order to provide the support the Town needs, the IT Department has established the following guiding principles:

Customer Service	IT is first and foremost a service organization to the Town. We provide break fix, consulting, implementation, and support services. We interact with all departments and aspects of the Town. Providing excellent customer service is paramount to our ability to provide effective IT solutions.
Lifecycle Management	Technology ages faster than any other business tool. In order to provide effective service and solutions, IT needs to manage the technology lifecycle. Effective lifecycle management keeps the technology supported, reliable, and safe.
Security	Technology security is easily overlooked when everything works. Hackers depend on this mentality to be able to exploit unsecured computer systems to gain access to sensitive data, extort money, or do material harm. In today's world, security violations are expanding at an exponential rate. Focus on security is required to keep the technology safe and reliable.
Fiscal Responsibility	Technology can get expensive quickly. Technology services and solutions need to be managed effectively to eliminate extraneous spending. Solutions need to be "right sized" for the organization by balancing business needs with proper technology.

Vision, Mission and Guidelines

Vision: Providing value to Oro Valley by embracing innovative solutions and being a strategic partner.

Mission: Empowering people through quality solutions, service, and support.

In order to be an effective strategic partner to the Town, the IT Department takes an active approach in Town operations. By being involved with Town projects and goals, IT gains the understanding of the tools and technology needed to help departments be more productive and efficient. Through this understanding, IT becomes a partner by recommending technical solutions and guiding departments through process analysis and adaptation. When providing solutions and services, IT follows these guidelines:

- Explore existing systems first, procure systems second, build internally third.
- Seek to be current, supportable versions of software applications
- We will evaluate cloud options for viability in solution selection.
- We will select marketplace leader and proven solutions (Microsoft, Apple, Munis, Cartegraph, etc).
- Virtualization is considered before physical solutions.
- Mobility is assumed in all applications.
- We are moving in a direction of ubiquitous devices. This means providing solutions that work on any device.
- Solutions need to provide business value. (e.g. solve a business problem or reduce business cost)
- We assume all locations require 100% availability of IT resources.



"Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion." - Jack Welsh

Strategic Plan Goals and Support

Project or Operational Goal	Council Strategic Goal	Completion date	Measurement
Town Fiber Optic Plan	1A: Explore the feasibility of a Town-owned fiber optic network to minimize reliance on third party carriers and increase technology capabilities at Town facilities.	1/15/2021	Delivery of a proposal describing a model of Town-owned fiber optics, uses, and implementation plan.
Citizen Transparency	6B: Leverage technology to broaden electronic access to information and data on Town finances and contracts.	1/15/2021	Implementation of a publicly accessible reporting tool showing Town finance and contract information.
Systems Availability	Support all Council strategic goals.	Ongoing	Sustain a 99% systems availability or 4 ½ hours of unplanned downtime per month.
Cyber Security Training	Minimize risk to IT systems through employee training.	Ongoing	Conduct 2 cyber security training sessions and 4 cyber security evaluations per year.
Customer Satisfaction	Establish an IT customer satisfaction survey to gauge satisfaction.	10/1/19	Launch a survey to Town employees gauging their satisfaction with IT services, response times, and support by 10/1/2019.

Department Projects

Department Projects	Supporting Council Strategic Goals	Completion date	Measurement
Munis: Employee expense reports	6B	12/9/19	Complete implementation of the Employee Expense Module on time, and within budget.
Munis: eProcurement	6B	6/30/20	Complete implementation of the eProcurement module on time, and within budget.
Munis: Tyler Hub 2019	6B, 6C	12/31/19	Complete implementation of the eProcurement module on time, and within budget.
Munis: Environment Refresh	6B, 6C	6/30/20	Complete implementation of the eProcurement module on time, and within budget.
Cartegraph Facilities and Stormwater enhancements	6C	6/30/20	Complete implementation of the eProcurement module on time, and within budget.
Virtual hosts and SAN upgrade	Core services supporting all Council strategic goals	12/31/19	Complete implementation of the eProcurement module on time, and within budget.
Windows 10 migration	Core services supporting all Council strategic goals	4/1/20	Migrate all desktop computers to Windows 10 by 4/1/2020.
Windows server refresh	Core services supporting all Council strategic goals	4/15/22	Migrate all Windows server operating systems to 2019 by 4/15/22.