# city of Columbia
## Information Technology

Strategic Plan
Last Updated
2/8/2021
Last Reviewed
3/22/2021

# Vision

**Maximize technology to support evolving business needs.**

# Mission

**Dedicated to providing superior technology services and solutions.**

# Core Values

**Commitment:**  We are committed to supporting and enhancing our customers' core missions through the effective management and use of technology resources.

**Collaboration:**  We strive for professional communication with our customers to implement effective, flexible and reliable technology services.

**Continuous Improvement:** We evaluate technology, processes, and resources to provide exceptional service.

**Confidence:**  We provide secure and reliable technology solutions.

# Core Competencies

**Technical/Functional Expertise:**  Demonstrate strong technical/functional proficiencies in areas of expertise.

**Customer Focused:**  Build confidence, increase satisfaction, ensure commitments, set expectations and respond to customer needs.

**Teamwork:**  Develop, reward and utilize teams for optimized results.

**Problem Solving:**  Define issues and focus on achieving manageable solutions.

**Innovation:**  Improve existing technologies and processes to encourage creative thinking.

**Project Management:**  Manage resources to deliver value added products and services within budget and on time.

# Guiding Principles

**Do the Right Thing**
**Exceed Expectations**
**Continuously Improve**
**Focus on the Positive**
**Think Big Picture**
**Keep it Simple**
**Be Accountable**
**Be a Leader**

# Information Technology Strategic Priorities

Focusing on strategic priorities enables the department to establish defined goals and strive toward its objectives of delivering information technology services.  The department maintains transparency and a customer-oriented culture, while continuously ensuring the availability and security of City systems and data.

# Strategic Priority:  Security

## Strategic Objectives:

1. Maintain confidentiality, integrity, and availability of City systems
2. Improve the security of IT services

## Department Initiatives:

1. Implement best practices and standards
2. Improve incident response
3. Enhance endpoint, server and network security
4. Increase cybersecurity awareness

## Performance Measures:

1. Develop a comprehensive set of security policies
2. Identify confidential information in departments and limit access
3. Complete vulnerability scan for all developed applications before deployment
4. Complete regular vulnerability assessments in adherence to the security policy
5. Create and train an incident response team
6. Track all software inventory and maintenance agreements
7. Provide annual report detailing unsupported and end-of-life software and hardware
8. Server inventory, identification of the most critical applications
9. VPN Authentication - No personal devices
10. Domain administrator inventory and cleanup

# Strategic Priority: Transforming Government

**Strategic Objectives:**

1. Common Work Order System
2. Reduce Paper & Printers / Digitizing Forms
3. Automation of processes
4. Business Process
5. Citizen Self-Service

**Department Initiatives:**

1. Printer Project
2. ProCard Receipts
3. Virtual Meetings
4. HR Digital Records
5. Document Management
6. Information & Communication Technology Restructuring
7. Government on Demand

**Performance Measures:**

1. Printer
   a. Implement Printer Logic printer administration software
   b. Reduce number of printers
   c. Rearrange printer fleet to ensure the proper printer is in the correct location
   d. Toner orders go through Helpdesk
   e. Paper orders go through Helpdesk
2. ProCard
   a. Digital review of pcard receipts
3. Virtual Meetings - Council, Boards and Commissions
   a. Implement virtual meeting software per council policy
   b. Hardware for Council Chambers - In purchasing process
   c. Conference Phone
4. HR Digital Records
   a. Evaluations
   b. Exit Interviews
   c. Benefits Enrollment/Package
   d. Scanning old records
5. Document Management
   a. Issue RFP for solution that will meet Sheela's requirements
   b. Evaluate other solutions and identify solution

     c. Move users from FIlebound to solution

     d. Consolidate Document Management solutions if possible

6. Information & Communication Technology Restructuring

     a. Restructure computer replacement schedule by form factor

     b. Migrate from desk phones to softphone

     c. Implement SIP Trunking

7. Government on Demand

     a. CoMo.Gov redesign

     b. Tyler 311

     c. MyCoMo

          i. MyCoMo Go-Live / Marketing

          ii. Mobile App Consolidation

               1. VisitColumbiaMo

               2. ColumbiaPD

               3. COMO Trails

               4. CoMoSports

               5. ComoGov

               6. Resource and Referral Guide

               7. COMO Recycle and Trash

     d. MyUtilityBill 2.0

     e. AVL expansion

# Strategic Priority: ITIL Implementation

**Strategic Objectives:**

1. Document all processes and procedures
2. Test processes and procedures
3. Review existing processes and procedures

**Department Initiatives:**

1. Implement new ITIL 4 Practices
    a. Workforce and Talent Management
    b. Continual Improvement
    c. Supplier Management
    d. Service Configuration Management
2. Review existing ITIL 4 Practices

**Performance Measures:**

1. (a & SOPs) New employees are able to complete processes without questions
2. (b & SOPs) Processes and documentation passes audits
3. (b) Process improvements are more likely to be narrow in scope and initiated by staff as opposed to redesigned from the ground up by outside consultants
4. (d) Technical asset map includes server version, model number and specifications
5. (c & d) Ownership map includes asset value and refresh cycle
6. (d) Relationship map explains how individuals and departments use IT assets