



PRINCE WILLIAM
Information Technology



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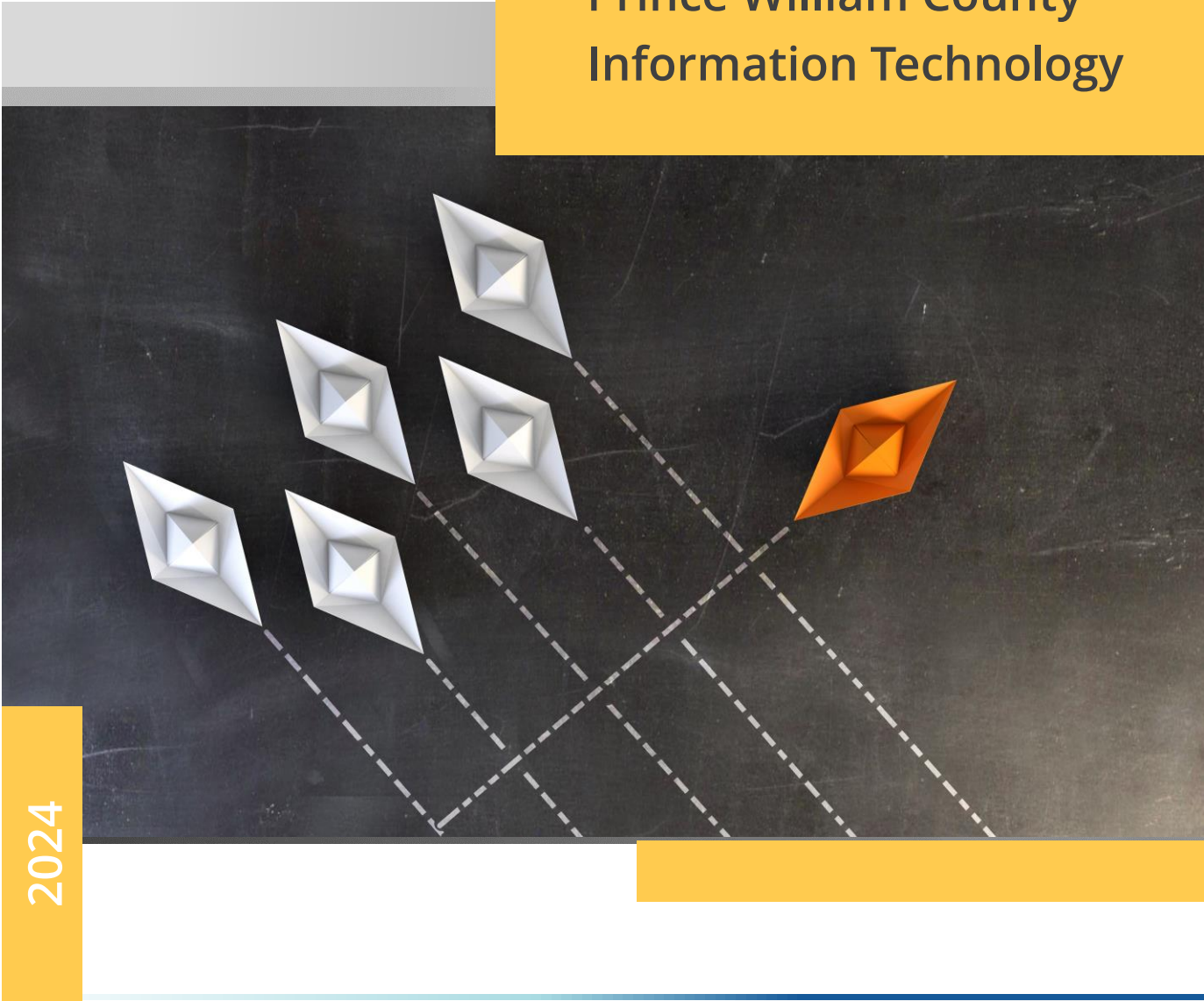


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STRATEGIC PLAN PREVIEW

Prince William County
Information Technology



2024

NEXT LEVEL TRANSFORMATION

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Introduction

Prince William County wants to deliver always-ready, constituent-centric solutions that enable residents to receive the services and information they need when they need it. To do that effectively, we must *“skate to where the puck is going to be, not to where it is today.”*

DoIT is working to develop a detailed 3-year strategic plan based on the pillars of this preview strategy document that will help the County identify, implement, and capitalize on platforms of innovation to support the need for always-on, always-ready government experiences. Once approved by Prince William County’s Leadership Team, the plan will be available for public review in the Spring of 2024.

Digital Government & Transformation

Digital Government is not a destination — it’s a commitment to continuous improvement over time. Technologies exist (and come to market regularly) that can help government innovate. Using technology in new ways that improve how we deliver services to the public is exciting.

Technology is a means for transformation — not the transformation itself. The service improvements offered to communities and to workforces deliver the actual transformation. Delivering new service enhancements will require working across government agencies, the public, the Board of County Supervisors (BOCS), our workforce, and leadership. The task is to align desired outcomes with the technology, information, and resources needed to achieve them. In this way, technology can harness new and optimized business processes to deliver service to constituents on their device, platform, and channel of choice.

Successful Digital Government requires diligent analysis, polling of constituents, and analyzing the enterprise’s willingness and ability to innovate. So too, is thoughtful planning of discreet initiatives that deliver measurable progress connected to an overarching strategic plan.

Resources, training, and a built-in process for continuous improvement are critical elements of effective Digital Government. Efficiency is a focus on doing things right (or better). Effectiveness is a focus on doing the right things. Impactful Digital Government solutions accomplish both.

All Government agencies are in the business of delivering experiences. Thus, the terms Digital Government, Digital Experience, and Digital Transformation now combine into the following term: **GovX**.

GovX is a term of art for Government Experience that is achieved through Digital Government Transformation and transformations of any kind.

GovX Principles

Digital Government Transformation (or GovX) is both a strategic mindset and a series of disciplined processes that foster continuous improvement of services to constituents and the government workforce alike, with success measured by the quality and convenience of experiences. It means designing outcomes and experiences by placing the resident and/or County staff at the center of the process throughout design and implementation of service enhancements.

Transformation implies change. Digital implies leveraging technology. Both work in harmony. Digital Government initiatives seek to marry process improvement and high-quality data with automation, and to use these elements to enhance service delivery and government performance.

As the *Harvard Business Review* suggests, Digital Government is about utilizing digital tools to better serve customers while recognizing that technology can equally enable or disappoint customers, employees, and stakeholders.

Constituent-Centric Service Delivery

Constituents' needs are real-time. Government services that are available in real-time (not just 9-5 Monday through Friday) are services well-aligned with constituents. Governments that are always ready for residents, businesses, and visitors to receive the services and information they need, when they need it — on their preferred device, platform, and channel — are practitioners of GovX.

The Digital Employee Experience (DEX)

Equally important within our government operations quadrant and all internal service agencies of the County government is to re-orient our internal services to better enable and empower our workforce. This allows staff to not only deliver high quality services, but to transform for the community with greater ease from a supportive group of operations-based departments whose services are required for all agencies (IT, HR, Budget, Procurement, Facilities, Finance, Legal, etc.).

This requires a mindset of less impediments being placed upon County staffing favor of more express services wherever possible. Internal service organizations seek to transform the workplace with business solutions and technologies that work for staff by enabling a digital workforce with efficiency and speed. By creating better business processes for other departments, internal service organizations can help workforces deliver better digital experiences to constituents.

Empowered Leadership

Always ready leadership – Board of County Supervisor (BOCS), the Office of Executive Management (OEM), department heads and their supporting teams –should have timely access to data and information that enables better, faster, and well-informed decisions and improved government performance.

Strategic Goal Alignment

The Prince William Board of County Supervisors is currently working with County staff and leadership to write a new strategic plan. This effort includes collecting information from the public to inform that strategy (via surveys and public town hall meetings). The GovX effort can benefit from these data collection efforts by asking questions related to County services and the use of technology. A new County strategic plan also provides a timely opportunity for GovX initiatives to align strongly with a newly published strategy from the Board.

Foundation for Success

Prince William County has already made significant strategic investments in modern technology. The County is well-positioned to implement the most modern and high-performing solutions that the IT Industry has to offer and do so with the desired mix of cloud and hybrid-cloud platforms.

The Department of Information Technology's (DoIT's) digital transformation efforts to date include working with the County to replace key enterprise applications with cloud-based alternatives, implementing many new technologies that enable innovation at the department level, and building the infrastructure that enables County staff to work from anywhere in the world.

The County's investments in resilient and redundant IT infrastructure, cloud services, and compute-and-store platforms – including high-speed, reliable cloud integration and Internet services in modern cloud facilities – and the skillsets to capitalize on these technologies, provide the necessary foundation for a targeted Digital

Government transformation. Examples of fully deployed initiatives include:

- Foundational cloud presence and hybrid cloud services in modern datacenters
- Ultra high-speed multi-segmented network
- Cloud-first acquisition policy and process
- Unification, centralization, and consolidation of technology services
- Work-anywhere mobile-ready services for workforce mobility
- Focused investments in citizen engagement and live broadcasting services
- Public safety grade infrastructure
- Architecture standards and oversight

These are solid building blocks, but the next level of GovX awaits. The County owns and operates a carrier-grade communications network through which the County successfully transformed some services during Covid. This requires a total constituent-centric and human-centered approach to re-engineering County processes that touch the public and the workforce.

Challenges – The Diligence of Digital Government

Transforming anything requires taking a holistic view of County operations and how they could be optimized. Finding the best opportunities to improve, identifying the most important projects to undertake, and categorizing and prioritizing GovX opportunities is critical. There are no shortcuts.

Technology continues to evolve at a rapid speed, including new technologies that can quickly make the latest greatest system or software obsolete. That is why a methodical approach, backed up by diligent information gathering and analysis, is critical to making well informed choices. This enables the enterprise to get the information it needs to select the right options for innovation.

Not all enterprises are ready for innovation and GovX. Readiness means:

- The cultural willingness of all departments to re-examine how they work and re-imagine service delivery to constituents through design thinking and a digital services model.
- Discovering the true requirements that apply to executing digital government transformation with self-deprecating honesty about how our

services need to improve, what services we do not provide but should, and how best to address those issues.

- GovX represents change. Willingness to participate varies with each team and department. With sufficient communications on the value of change and the leadership support to unite stakeholders in a process of delivering the best experiences across the enterprise, readiness can be achieved.

It can be helpful to acquire objective, “outside-in” assessments so that the enterprise sees what it needs to see without impediment. For example, the Department of Information Technology can analyze itself against best-practices measures. It might even believe that it can identify its weaknesses. But any department trying to self-assess, lacks objectivity and is unable to see what others see. Other County departments and constituents could likely shed light on weaknesses of many County departments. Lastly, an outside organization, skilled in assessing enterprise gaps, could add even more information to an organization that seeks to learn where it can improve.

Digital Employee Experience (DEX) cannot be lost in GovX initiatives. In government, internal service agencies deliver services to the workforce. These are experiences that deliver a digital experience to County staff. Processes, policies, organizational culture, and technologies allow government agencies to perform their work. As a result, these experiences should also be treated as GovX opportunities. Because internal service delivery impacts government efficiency and affects services to constituents, GovX includes DEX. As the workforce continues operating in a hybrid mode, internal service departments must also be prepared to modernize for their workforce colleagues.

The Department of Information Technology has already delivered infrastructure and platforms to equip County staff with high-speed and reliable service via modern cloud facilities offered from County datacenter industry vendors and their facilities. As more GovX initiatives come online, IT must scale to capitalize on them — not just for the community but also for the workplace, to deliver business solutions that work well for staff. The enterprise must be able to work anywhere without impediment — and in particular — where high-speed broadband can be accessed.

How We Get There

When the implementation of new technology intersects with the ways in which enterprises operate and transact with constituents, business skills and technical skills are required. The partnerships with County agencies and the County's Transformation Management Office (TMO) will be important for successful and lasting digital transformation.

New processes, process-improvements, information management, and content management improvements are more critical to transforming government than merely the use of new technology.

Key Elements of a Successful GovX Journey Include:

Assess Gaps – The County will identify service delivery process and skill gaps through internal assessment and in the process of strategic planning initiatives. For additional objective ideas, the County may consider outside assessment entities.

Citizen Engagement – What improvements does the public want and need from the County? What are the priorities of constituents? How does the County solicit their input?

Determine Our Journey – After collecting data, the County can identify the most promising opportunities for transformation. The most impactful opportunities to improve the experience of constituents and staff will emerge from intuition, data collection, and ongoing analysis.

Implementation Planning – GovX technology implementation is a DoIT-driven activity and will make use of County IT architecture standards, our technology lines of service, and deploy-and-support processes common to the IT department. DoIT follows the ITIL v4 framework and will continue to use these processes for GovX initiatives.

DoIT will make use of its own team members as well as partnerships with the IT industry along with solution partners in the technical delivery of GovX initiatives. This will often involve other County department staff and ITRs (Agency IT Representatives) with whom DoIT works regularly today.

As stated above, the implementation of business solutions goes beyond technology. In many cases, departments will work with DoIT and the TMO together on the business implications, process implications, and content quality control associated with the rollout of GovX initiatives.

Delivery and Rollout – When new technologies replace or consolidate existing business solutions, DoIT and the TMO will work with departments throughout the lifecycle of solutions to inform, advise, and partner on digital government plans, how to prepare for delivery, adoption, migration, and applicable go-live activities.

Continuous Improvement – By regularly evaluating current technologies, the sprawl of technology, technical debt, and inefficiency in the application of technology in government, DoIT is always seeking new and better ways of enhancing performance for County staff and constituents. As part of a Digital Government culture, DoIT is always prepared to work with other stakeholders, colleagues, and constituents on identifying, recommending, and reviewing new and better ways of evolving and operating within the Digital Government culture of GovX and continuous improvement.

Areas of Opportunity

Wherever services are delivered, an opportunity to enhance the digital experience of a service is presented.

Whether a transaction occurs within a county government or between a government and its constituents, an experience is delivered. Human-centered government always creates opportunities to improve.

For example, the County may wish to simplify the engagement with constituents by using a combination of technologies with CRM (Customer Relationship Management) software to make it easy for constituents to request services and information from their government and to offer a wide variety of methods for that contact (phone, text, chatbot, enhanced web search, artificial Intelligence, or mobile app). Other examples might include offering licensing and permit processes online, adopting modern electronic payment options on payment terminals and in taking payments from software on our smartphones and watches. An open government and transparency portal could allow residents and businesses access to online datasets for common information requests that take time to fulfill today.

Workforce experiences could be improved with some of these same technologies, and other process improvements designed to help governments work smartly. When business processes are made more efficient and simplified to streamline constituent experiences, sometimes from new technologies, constituents derive exponential benefits. When these same efficiencies are also powered by internal service organization process improvements, the workforce enjoys a better experience.

When new and more modern technologies come to market and are deployed, the need for robust and worthy security investments must keep pace with the enterprise

as it adapts IT security capability in the modern age.

For Digital Government, a list of opportunities is never static. A continuous evaluation of opportunities is called-for so that the best and most effective service additions and improvements may be delivered in accordance with the priorities and resources of the enterprise.

Roles – DoIT, TMO, Departments & Leadership

Departments will need to ensure that a variety of fundamentals and essential improvements related to GovX, and transformation projects are delivered when needed.

For example, enhanced workflow processes, updated data, and relevant service content from agencies are required elements as we consider using technology to deliver services directly to constituents. Technology solutions use such elements to deliver better information, services, and experiences. Technology as the means of transformation — combined with optimized processes, up-to-date content, accurate data and information — delivers the enhanced experience sought in Digital Government and Transformation, or GovX.

Departments as Providers and Stakeholders

All public-facing departments possess information and processes for which constituents may have a need. Information, instructions, and any exchange of information is the content within a transaction. High quality content allows constituents to have a good experience instead of a frustrating one. Agencies that deliver services to the workforce must meet those needs.

Relevant, high-quality, and complete information for constituents must be available. If residents need service, they should be able to request service and receive meaningful information and replies throughout the service cycle. Any inconsistency or gap in the transaction threatens to undermine the experience.

A department's way of doing business, also known as "processes" thus comes under review during the continuous improvement process of Digital Government. Human-centered design requires enterprises to engineer experiences by placing the customer or constituent at the center of the development process. Public-facing departments will need to re-imagine current services through a process review and re-engineering effort designed to deliver the experience desired by constituents. Implementing new technologies designed to offer simple and flexible options to constituents will also require processes to adapt. Processes, delivery methods, and the content contained in service transactions delivers experience.

DoIT, TMO & Department Partnerships

The most critical and important aspect of Digital Government is the value and accuracy of content. When it is done well, technology and process improvement combine as the enabler for content to become a great experience.

DoIT will deliver the technology associated with Digital Government. DoIT will bring new technologies to life and will work with the TMO and agency partners to help turn newly acquired capabilities into great experiences. This will require workflow modifications and in some cases business process re-engineering. The accuracy of content (information and data consumed by the public) is the critical piece of the puzzle.

DoIT will work with the TMO on the business side of Digital Government. Departments will have important deliverables in the areas of:

- 1) process improvement, and
- 2) workflow, content, and data quality and data sharing where needed.

With new business technologies offering new methods of service delivery, departments may have process improvement and workflow tasks to complete. The content contained within service transactions might also need to be updated.

Those deliverables will continue to be franchised to departments. By “franchise” we mean that the departments own and operate their respective lines of service for Digital Government transformation. DoIT and the TMO will help them understand how to capitalize on, participate in, and deliver enhanced services through GovX initiatives.

County Leadership Sponsorship, Oversight & Stewardship

County Leadership is focused on delivering exceptional services to the community. They are considering special improvements in government services that are focused on enabling constituents to receive County services and to transact with their government in ways that are flexible and convenient for the public. No matter what time of day that a constituent prefers to receive service, or whether it's on a device that they prefer, government should attempt to make their services available in real-time wherever possible in omni-channel and device agnostic platforms. When services and transactions are designed with the recipient in mind throughout the design process, then a satisfying experience can occur.

County leadership will provide strategic direction, oversight, resources, and prioritization for GovX initiatives.

Next Steps

In early 2024, Prince William County's Leadership Team embraced adopting this high-level GovX next level transformation strategy to better serve the County's residents, businesses, visitors and workforce. Strategic focus areas over the next 12-18 months include:

Digital-First Experience Delivery

Simplifying Access: Build intuitive digital platforms that democratize access to government services to enable every citizen to find and use the services they need, when they need it — on their preferred device, platform, and channel.

Seamless Integration: Establish a unified and smooth digital journey across all government touchpoints, ensuring a consistent and efficient user experience.

Security by Design: Embed advanced security protocols at the beginning of every project to ensure the protection of data and build trust within our community.

Comprehensive Digital Experience Transformation

Agency Collaboration: Strengthen partnerships across agencies to ensure cohesive digital service delivery that meets the high standards constituents and employees expect.

Process Optimization: A commitment to application modernization and applying advanced technologies for streamlining and improving government operations, driving efficiency, employee experience and enhancing service quality.

Innovative Workforce Training Program

Skill Development: Launch targeted training initiatives to equip employees with the latest digital tools and technologies, enabling them to contribute effectively to digital transformation goals.

Culture of Continuous Learning: Foster an environment where continuous education, adaptability, and innovation are deeply valued.

Robust Technology Infrastructure and Security

Infrastructure Excellence: Strategically upgrade foundational technology infrastructure to support advanced cloud digital experiences for constituents and

employees.

Security-First Approach: Cybersecurity as a cornerstone – not an afterthought of all digital initiatives.

Infrastructure, Project Management, and Enterprise Application Enhancements

Communications Infrastructure: Upgrade infrastructure to bolster public safety, operational capacity, reliability and resiliency.

Project Management Excellence: Enhance PMO to support project delivery with strategic objectives.

Enterprise Application Revamp: Modernize and consolidate applications to enhance workflow and productivity.

Application Modernization and Cloud Strategy

Modernize applications, embrace cloud-based application development and enhance security across all digital services.

Internal Audit and Business Process Reengineering (BPR)

Streamline operations and reallocate resources to improve execution and service delivery.

Summary

DoIT is now working to develop a detailed 3-year strategic plan based on the pillars of this preview strategy document that will help the County identify, implement, and capitalize on platforms of innovation to support the need for always-on, always-ready government experiences. Once approved by Prince William County's Leadership Team, the plan will be available for public review in the Spring of 2024.