GOAL ONE: Provide Exceptional Customer Service for all patrons utilizing City of Winchester technological resources

OBJECTIVE ONE:
Maintain a robust and customer-oriented help desk

Action Items

- Draft a series of guidelines that pertain to outlining appropriate customer interactions
- Ensure all internal customers receive prompt replies acknowledging receipt of their submitted service request
- Increase user experience through use of videos and self-driven guides to resolve issues and better utilize city resources
- Draft and implement service level agreements with large departments or user groups (City Hall, TPSC, City Yards, etc.)

OBJECTIVE TWO:
Improve Communication Amongst Internal Users

Action Items

- Implement an enterprise-level instant messaging/chat feature
- Hold quarterly large user meetings to ensure user satisfaction internal users
- Continue departmental policy/procedure development
- Notify users of impending changes 48 hours prior to their implementation

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PERFORMANCE MEASURES:

- Ensure submitted incidents receive a first response from I&IS staff within two hours of submission
- Strive to resolve incident requests during first contact
- Strive to resolve the majority of service requests within eight hours
- Achieve Customer satisfaction rating above 75%

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GOAL TWO:

Strive to evaluate and adopt new technology trends and innovative practices within our environment

OBJECTIVE ONE:
Implementation of cost saving technology & practices

Action Items

- Amend existing hardware refresh schedule to achieve cost savings and promote efficiency
- Strive to implement additional virtual machines (VMs) rather than additional physical servers/resources
- Conduct an annual programmatic software as a service (SaaS) audit
- Strive to continually improve online services

OBJECTIVE TWO:
Creation of an environment that embraces technological innovation

Action Items

- Provide solutions to resolve current lack of enterprise-level workflow product
- Implementation of an online payment portal to remit various types of utility and/or tax payments
- Complete enterprise implementation of Office 365 email/office tool platform
- Promote the ongoing utilization of cloud-based technology implementation

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PERFORMANCE MEASURES:

- Average cost per user served not to increase by 5% annually
- Research new innovative technologies once per quarter
- User hardware procurement not to increase more than 2.5% annually
- Conduct a cost-benefit analyst of five innovative ideas/strategies per year

GOAL THREE:

Ensure all technological resources are available and secure with minimal unplanned outages

OBJECTIVE ONE:
Ensure continuity of operations for IT infrastructure

Action Items

- Full implementation and ongoing maintenance of enterprise disaster recovery program
- Implementation of a secondary internet service provider
- Improve power management
- Implement a virtual receptionist to assist in triaging afterhours issues or outages
- Continue the implementation of appropriate systems patches to mitigate potential vulnerabilities in our environment implementation
- Conduct frequent testing and training for City employees regarding phishing and other types of malicious cyber attacks

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PERFORMANCE MEASURES:

- Enterprise resource planning system (ERP) average interruption duration no more than one hour per incident
- Windows average interruption duration no more than two hours per incident
- Average no more than four ERP outages per year
- Average no more than four Windows outages per year
- Maintain an average emergency response time of no more than one hour outside of normal business hours
- No more than three outage occurrences following planned changes per year

GOAL FOUR:

Promotion of a technologically inclusive environment that improves access to City of Winchester resources for citizens

OBJECTIVE ONE:
Continue the pursuance of implementing additional online resources to improve our citizenry's access to government

Action Items

- Implement an accessible and streamlined special event permitting process
- Ensure complete implementation of existing customer-facing software packages
- Consolidation of overlapping customer-facing City application portals
- Increase availability of citizen accessible GIS resources
- Promote available online and mobile resources
- Implement a GIS customer request form

OBJECTIVE TWO:
Pursue efficiencies that streamline dialogue and improve relationships between the City and its business partners

Action Items

- Implement electronic plan review to improve review efficiency
- Implement processes necessary to allow businesses to renew their licenses online
- Create address change procedures to improve interdepartmental efficiencies
- Improve vendor registration process and EFT remittance advice
- Increase access to City data by adding one new data set per year to open data portal
- Implement new payment kiosks to allow citizens to remit payments for City bills in various locations

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PERFORMANCE MEASURES:

- Maintain an annual 5% increase in revenue received through online and/or other technological portals
- Increase utilization of OpenGov portal by 5% annually
- Increase kiosk generated revenue by 5% annually
- Increase overall GIS online resources by 5% annually