



**PRINCE WILLIAM**  
— Information Technology

# IT Strategic Plan

## 2025-2028

GovX: Next Level Transformation

# Letter from the CIO

Five years ago, the **Department of Information Technology (DoIT)** adopted and subsequently implemented its IT Strategic Plan – **IT DONE RIGHT** which delivered a robust, flexible, and scalable infrastructure platform for cloud computing, high-speed communication, cybersecurity, collaboration, and data architecture. This critical foundation enabled the County to quickly adjust in response to COVID. It also **positioned the County to move forward with next level technology transformation** and to capitalize on technology investments through a lens of **enhanced community experiences** as the driver of transformation.

Today, we invite you to join DoIT and Prince William County on a new journey with our **2025-2028 IT STRATEGIC PLAN – GovX – NEXT LEVEL TECHNOLOGY TRANSFORMATION**. DoIT's plan builds on the accomplishments of our previous IT plan, supports the eight strategic goals of the County's 2025-2028 Strategic Plan adopted by the Prince William Board of County Supervisors on February 25, 2025, and advances the **creative, adaptive, and agile** posture IT organizations must have in response to **rapid industry innovation**.

DoIT's plan will deliver **community-centric solutions that enable residents, businesses, visitors, and our workforce to receive the services and information they need, how they want it and when they want it**. Using human-centered design which prioritizes the end-user experience, DoIT focuses on delivering services across devices, platforms, and languages of choice with methods agnostic to location and time.

Achieving best-in-class IT innovation and transformation requires **consistent advancement and continuous improvement** of the IT apparatus while recognizing that IT departments are in the “experience” business for the agencies and constituents served— not just technology practitioners. DoIT is prepared to focus with County leadership on prioritizing **technology initiatives based upon enhanced and enriched user-centric experiences**.

Whether the experience is delivered to the public, a County employee, or both, governments that focus on experiences (GovX) are better positioned to meet **community expectations**.

Join us on the journey!



**Rob Mancini**

Chief Information Officer  
Prince William County



# DoIT Mission, Vision & Organization

## Mission

The Department of Information Technology's (DoIT's) mission is to **drive innovation** within Prince William County (PWC) Government, enhancing services and experiences for both the community and workforce by delivering convenient, flexible solutions through a steadfast dedication to **technology excellence, efficiency, and value.**

## Organization

Mission critical operations are organized as follows:

### Leadership, Management & Security

The Leadership Team is comprised of executives, managers and division directors across the department. The team shares a commitment and focus on strategy, innovation and oversight of secure technology that aligns to the County's strategic objectives. This includes optimized resource planning and allocation along with leadership and staff development, and financial management standards on a par with private industry best practices.

### Communications & Infrastructure (CID)

The Communications and Infrastructure Division's highly experienced team of engineers, operators, and dedicated customer service representatives build and maintain the County's modern cloud facilities and systems and high-speed infrastructure that enable productivity, information sharing, and essential services.

### Enterprise Applications (EA)

The Enterprise Applications Division provides software services for enterprise resource planning and application management across two service areas: Geospatial Technology Services (GTS) and Business Technology Services (BTS).

## Vision

DoIT's goal is to be a **catalyst for high performance government services** and to create a technology environment in which effective government service experiences from Prince William County are matched with **superior outcomes for the County's residents, businesses, workforce and visitors.**



### Business Services

The Business Services Division serves as a strategic partner to each County agency providing project planning, communication, and acquisition assistance through the DoIT Portfolio Management Office (PMO) and the DoIT Financial Services team.

This structure enables DoIT to **deliver timely and effective services** to the County's residents, businesses, workforce and visitors every day.

# Leadership & Guiding Principles

County Leadership is highly focused on delivering exceptional services to the community that are flexible and convenient. The County has almost 40 departments and a workforce of over 5,500 staff who deliver services to nearly 500,000 residents, a robust business community, and thousands of visitors annually. IT investments are aligned to support the eight strategic goals of the 2025-2028 Prince William County Strategic Plan:



## Education

Advance high-quality learning opportunities that enrich residents and build and strengthen an educated and skilled workforce.



## Environment

Preserve the County's natural beauty and resources so that open spaces are created and maintained, and residents can enjoy nature.



## Government

Innovate and sustain a collaborative organizational culture that is high-performing, data-driven, customer-centric, and values employees.



## Mobility

Foster an inter-connected and accessible transportation network that advances the County's mobility infrastructure, broadens transportation choices, and enhances safety.



## Quality of Life

Enhance quality of life and increase resident retention by creating a resilient and healthy community where residents can afford to live, work, play, and retire.



## Safe & Secure Community

Cultivate a safe and secure community that advances stakeholder engagement, collaboration, and evidence-based results.



## Service Delivery

Provide transparent, exceptional, and accessible County services to residents, businesses, and partners.



## Smart Growth

Advance strategic and intentional community-oriented growth that strengthens and enhances the diversity and sustainability of the local economy and the County.

# Strategic Alignment

DoIT's goal is to be a **catalyst for high performance government services** that support and enhance the County's ability to deliver on its eight strategic goals. This necessitates operating from **a position of flexibility and scale** that fosters innovation.

**Aligning IT Investments to support leadership goals is both a necessity and a challenge, often driven by budget pressures.** IT is foundational to County operations. Those operations are subject to inflation, contractual increases, and the pressure of new initiatives that sometimes occur outside of budget cycles. Growth in enterprise demand often occurs organically each year.

As a foundational component of County operations, **the IT department must be equipped with sufficient resources** to drive continuous **enterprise innovation**, maintain **security**, be **flexible**, and adapt to changing demands. Equally important is providing County and departmental leadership with **effective decision-**

**support tools** to help analyze, prioritize, and invest in IT initiatives that offer the **greatest strategic value**. This requires **new ways of thinking, serving constituents with convenience, and collaborating across the enterprise**. New governance processes and new analysis tools are required. DoIT is ready.

**This plan introduces a framework for a strategy and methodology that will allow the County to achieve Next Level IT Transformation** to support its strategic goals and desired outcomes. DoIT, in effect, makes it easier to innovate and avoid technical debt (under-investment in IT), by providing visibility and simplicity in prioritizing technology investments.

## Priorities

DoIT has three priority areas that support achieving alignment with and advancing the County's eight strategic goals:

### 1 Digital Transformation – GovX

A strategic posture to accelerate digital transformation countywide, and empower County leadership with streamlined, reliable, data-driven tools to analyze and prioritize technology investments.

### 2 Next Level IT

A new, proactive, innovative and collaborative way of working that optimizes resource allocation, anticipates future-state IT needs, and enables DoIT to harness modern technology with unprecedented speed and scale to deliver maximum value across the enterprise in alignment with County priorities.

### 3 Digital Prince William


An initiative to increase broadband adoption and digital fluency countywide to ensure that residents have the skills they need to thrive socially and economically and fully engage with government in a digitally-driven world.

# Digital Transformation - GovX

Digital Transformation reimagines how government serves its constituents by applying modern technology to create more seamless, responsive, and personalized experiences. The County is committed to **delivering improved experiences to both the public and the workforce in order to enhance service delivery, productivity and outcomes.**

## Innovation and GovX Readiness will require:

- **The willingness of all departments to re-examine how they work** and reimagine service delivery through the eyes of constituents, focusing on their needs and experiences and using data to drive decision-making, support collaboration and plan for new and innovative solutions in service delivery.
- **Addressing the highest priority digital transformation needs through in-depth and constructive self-assessment** by understanding how organizational services need to improve, what services aren't provided but should be, how best to address those issues, and then delivering on those needs.
- **Embracing change.** Transformation introduces the challenge of change management. Willingness to participate varies with each team and department. Transparent communication, strong leadership, alignment around shared goals, and a commitment to clear outcomes are essential to the success of digital transformation initiatives.



GovX is a strategic framework for digital transformation in government, emphasizing a human-centered design approach.

**Rethinking and redesigning County processes and services** must be done with community needs at the center of the design process for service enhancements. DoIT is at the forefront of service delivery enhancements to help County agencies apply human-centered design concepts to business processes and technology solutions.

**Digital Government is not a destination — it's an ongoing commitment to innovation, agility and continuous improvement.** While new technologies emerge constantly, public sector leaders must act as discerning stewards of taxpayer dollars, embracing proven, high-impact solutions that deliver real value.

**Technology is a means for transformation — not the transformation itself.** True impact lies in the improved services delivered to constituents and workforces, such as faster response times, streamlined processes, and meaningful cost savings through automation and efficiency. The goal is to **align desired outcomes with the technology, information, and resources needed to achieve and sustain them.** In this way, technology can harness new and optimized business processes to **deliver services to the public on their devices, platforms, and channels of choice.**

## GovX Principles

DoIT will institute new governance and new tools to enable GovX as a framework for Digital Transformation. Success is measured by the quality and convenience of constituent experiences. It means designing outcomes and service experiences by **placing the constituent and/or County staff at the center of the process** throughout the design and implementation of service enhancements. Three principles guide DoIT's efforts:



Figure 1: Three Principles of GovX Strategy

## Selecting the Right GovX Opportunities

Long-term strategic planning for innovation requires careful analysis. The enterprise must identify, evaluate, and prioritize GovX initiatives while allocating the funds and resources accordingly.

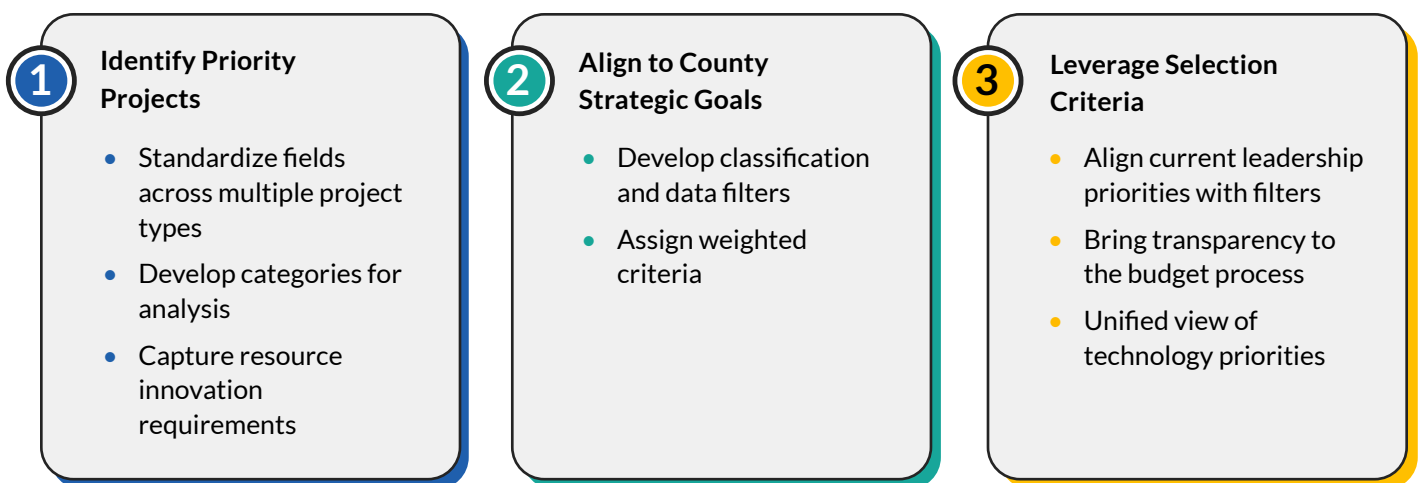


Figure 2: Data Classification

## Implementation Methodology

When the implementation of new technology intersects with the ways in which enterprises operate and transact with the public, business skills and technical skills are required. **Strong partnerships with County agencies are essential 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.

DoIT is bringing a new level of IT discipline, governance, and analysis to the County's planning and selection of technology investments. Through new processes for enhanced and inclusive capture of business needs and potential technology solutions, DoIT seeks to improve the process of digital transformation. The GovX prioritization process delivers digital transformation through (1) constituent experience, (2) IT governance framework, and (3) decision-support tools to allow the county to prioritize, select, and manage technology initiatives and investments in accordance with best-practices for local governments.

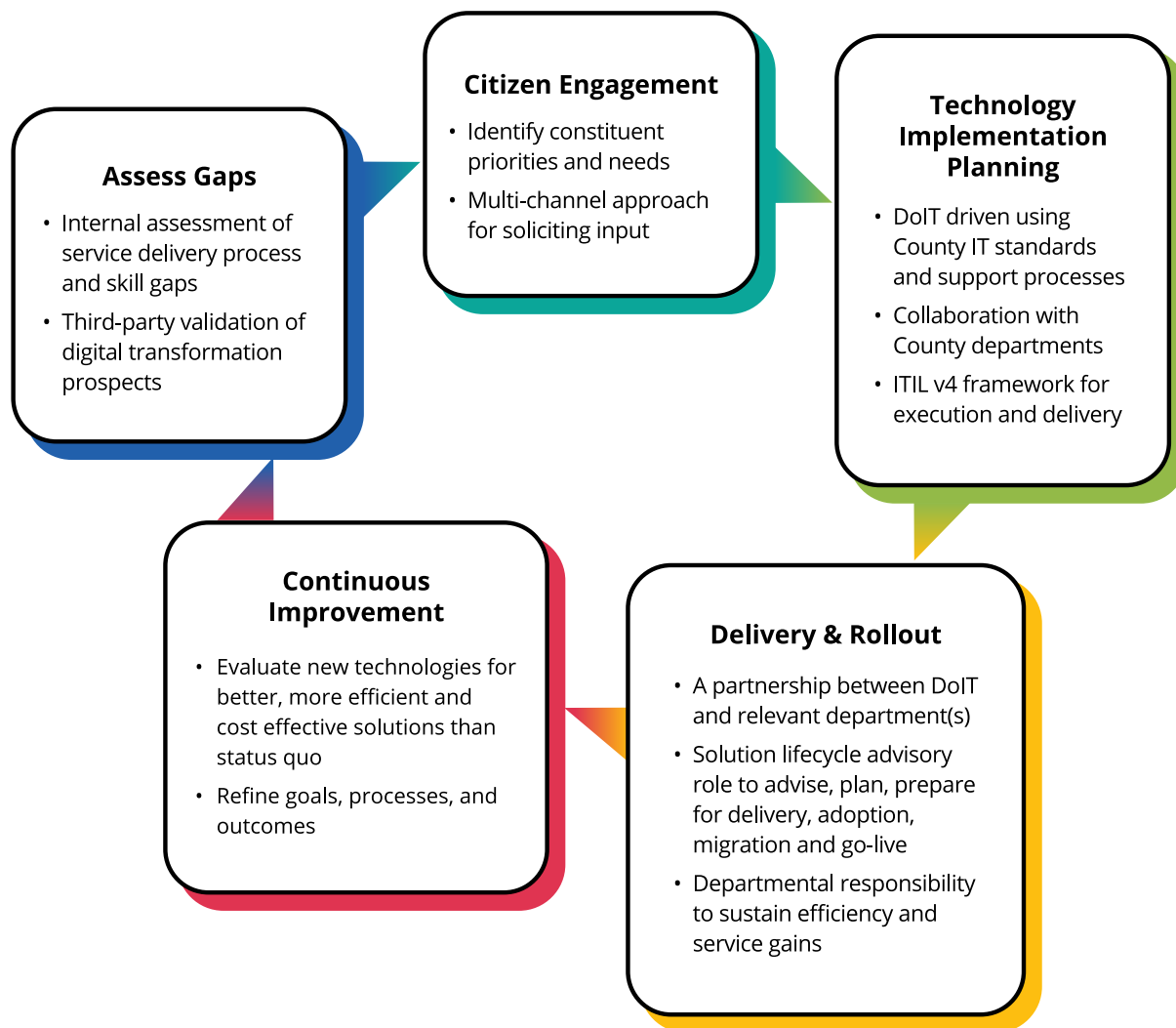


Figure 3: Key Elements of a Continuous Improvement Process for GovX



# Next Level IT

A GovX approach to technology transformation frees DoIT to focus on **leveraging modern technology capabilities** for the next phase of maturity and value creation. In prior years, IT modernization positioned the County for modern capability, cloud-first standards and provided the county with much-needed access to the best products available from the IT industry. With the best technologies now at the fingertips of the County, DoIT is **focused on applying modern technologies and methods to the touchpoints of government services** wherever needed.

Prince William County made strategic investments in future innovation in 2019 when the Board of County Supervisors authorized DoIT's **multi-year technology infrastructure modernization**. The key component of the **2020-2024 DoIT IT Done Right Strategy** — IT Modernization — promised a new level of technology infrastructure innovation that would **enable a future of steady transformational initiatives for the County and the community it serves**.

**High-speed, software-defined and cloud-centric technology infrastructure** puts the County **on par with private industry**, placing all IT industry innovations at the fingertips of the County's workforce.

Without question, the County is now positioned to adopt high performance technologies and tools. The remaining challenge is one which faces every enterprise: **How to best select the right technology investments in the right order, with the tools and information needed to select smartly, and implement them proficiently** while maintaining ample resources for operations and continuous innovation?



## Next Level Transformation Priorities

In Fiscal Year 2025, **Prince William County's Leadership Team embraced GovX as a next level transformation strategy** to better serve residents, businesses, visitors and the workforce. **Strategic focus areas include:**

### Digital-First Experience Delivery

**Simplifying Access:** Build intuitive digital platforms that democratize access to government services to enable every user to find and utilize the information or 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.

**Human-Centered Design:** Put people at the heart of every solution by designing services and experiences around the real needs of residents, businesses, visitors and the workforce.

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

## Comprehensive Digital Experience Transformation

**Agency Collaboration:** Strengthen partnerships across agencies to ensure cohesive digital service delivery that meets the high standards the public 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:** Equip the workforce with digital tools and technologies that increase efficiencies, effectiveness and job satisfaction, but also provide targeted training on soft skills, change management, and innovation to support navigating and driving digital transformation with confidence and impact.

**Culture of Continuous Learning:** Foster an environment where ongoing education, adaptability, and innovation are core to the organizational DNA. Encourage curiosity, reward experimentation, and support cross-functional learning to build a workforce that is resilient, forward-thinking, and prepared to evolve with emerging technologies and changing public expectations. A culture of continuous learning not only sustains transformation—it accelerates it.

## Robust Technology Infrastructure and Security

**Infrastructure Excellence:** Strategically maintain and upgrade foundational technology infrastructure to support advanced cloud digital experiences for the public and employees.

**Security-First Approach:** Cybersecurity and data protection are foundational to every digital initiative. Secure technology solutions are essential to maintaining public trust, ensuring service continuity, and protecting the institutions that deliver services to the community.

## Application Modernization and Cloud Strategy

**Modernize applications, embrace cloud-based application development, and enhance security across all digital services.** Consolidate duplicative application sprawl which emerged from a period of decentralization. Eliminate legacy applications and gain economies of scale in software application expenditures.

## Internal Audit and Business Process Reengineering (BPR)

**DoIT has conducted internal studies of staff, organizational alignment, processes, and countywide technology** to expand the technology roadmap with independent third-party verification and validation. In alignment with a commitment to fostering a digitally forward government, **DoIT will initiate a comprehensive internal audit aimed at evaluating current capabilities to effectively implement the GovX strategy.** This audit will encompass several critical assessments of people, processes, and technology.

## 1 Constituent-Centric Service Delivery

DoIT will conduct thorough assessments to gauge the knowledge, skills, and abilities of staff, determining any gaps in their capability to meet the demands of GovX. This includes:

- **Gap Analysis:** Identifying areas where the workforce may need additional training or skills.
- **Training and Development Plans:** Establishing tailored training programs to bridge identified gaps.
- **Supplemental Contractor Plans:** Integrating external expertise through contractors to enhance internal capabilities.
- **Culture and Communications Strategy:** Ensuring that teams are not only capable but also motivated to innovate and challenge the conventional ways of public service.

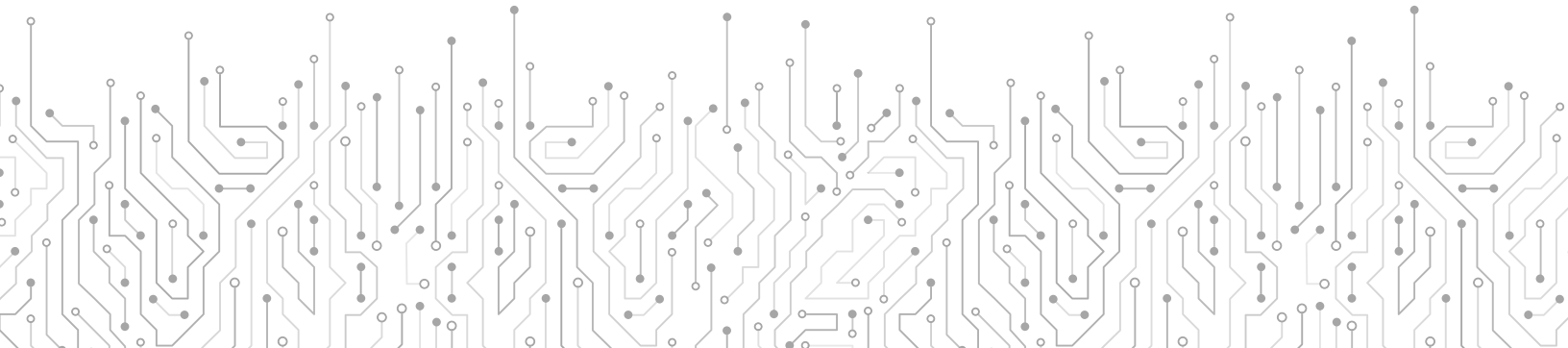
## 2 Organizational Structure Assessment

- **Work Tiering and Mapping Exercise:** This will help assess organizational agility and efficiency.
- **Re-Branding to Department of Innovation and Technology:** A strategic re-branding exercise aligned with forward-thinking ethos.
- **Re-Organization/Alignment Exercise:** Adjusting our organizational structure to better support strategic goals.

## 3 Scalability Assessment

- **Capacity Mapping:** Determining maximum operational capacity and identifying areas for scalability.
- **Formulaic Approach to Project Staffing:** Creating a systematic method to efficiently allocate human resources across projects.

Figure 4: Internal Audit Priorities



## Content and Collaboration as Drivers of Experience

**An IT department cannot drive successful GovX and transformation initiatives alone.** The best technology available will not deliver on its potential if the enterprise is not prepared to transform.

Achieving Next Level IT is an enterprise-wide effort that requires collaboration, responsibility, and ownership of outcomes. GovX represents a commitment to continuous improvement across the organization.

**Processes, delivery methods/channels, and the content contained in service transactions deliver impactful government experiences.** Departments, in close collaboration with DoIT, will have important deliverables such as:



Departments will be responsible for these deliverables. This means that departments must meet their role and obligations in the process of delivering the best experience to the community and workforce.

DoIT will help agencies understand how to capitalize on, participate in, and deliver enhanced services through GovX initiatives.





# Digital Prince William

Digital Prince William is the County's technology inclusion initiative focused **on broadband access, affordability, and technology literacy**. Digital Transformation and Next Level IT have limited value to residents who lack sufficient broadband access, can't afford service or devices, or don't have the skills needed to take advantage of digitally driven services.

As of the summer of 2025, Prince William County is **less than 1.5 percent shy of achieving universal high-speed broadband availability countywide** after delivering high-speed fiber-optic internet to 474 previously unserved or underserved areas using American Rescue Plan Act (ARPA) federal funding. Remaining unserved or underserved locations have been identified and will be addressed as future funding allows.

DoIT conducts **free technology assessments and training classes** in County libraries, senior centers, the Virtual Center for Active Adults (a regional consortium), and with special needs adults through the Department of

Community Services. The program was launched in 2023. As of August, 2025, DoIT and its partner County agencies have **delivered over 1400 basic technology classes and assistance sessions to over 1000 residents**.

DoIT's partnership with **Prince William Public Libraries** includes supporting the hotspot and Chromebook loaner program with ARPA funds. **Over 11,000 eligible County households received low or no cost internet service** through the Federal Communications Commission's (FCC's) Affordable Connectivity Program which ended in 2024. In addition, **DoIT's Digital Navigator** assists residents who need help finding affordable internet service or devices.

As the County moves forward with Digital Transformation and Next Level IT, Digital Prince William initiatives provide opportunities for every County resident to have access to the full range of IT-driven services that are the foundation of government operations.





# Summary – Driving Next Level Transformation Together

**The 2025-2028 IT STRATEGIC PLAN – GovX: Next Level Transformation – marks an exciting evolution from DoIT’s foundational “IT DONE RIGHT” strategy.**

Building on robust infrastructure and a successful past, the County is now poised to accelerate a new era of technology transformation focused squarely on enhancing community experiences.

**This plan outlines the County’s commitment to delivering community-centric solutions that prioritize the needs of residents, businesses, visitors, and a dedicated workforce.** Through a human-centered design approach, DoIT will provide convenient, flexible, and accessible services across all platforms, aligned with the County’s eight strategic goals.

**Prince William County’s journey to Next Level Technology Transformation is guided by three core priorities:**

- 1 Digital Transformation – GovX**  
Empowering the County with streamlined, data-driven tools and reimagined service delivery.
- 2 Next Level IT**  
Cultivating a proactive, innovative IT culture that harnesses modern technology with unprecedented speed and scale.
- 3 Digital Prince William**  
Ensuring universal broadband access, affordability, and digital literacy, so every resident can fully engage in our digitally-driven world.

Achieving this vision requires a collective, enterprise-wide effort. While DoIT provides the expertise, governance, and tools, true GovX success hinges on collaborative partnerships with every County agency, fostering a shared commitment to continuous improvement and embracing change. We recognize **that technology is the enabler, but the ultimate impact lies in the improved services and experiences we deliver together.**

Join us as we continue to innovate, adapt, and build a more responsive, efficient, and user-centric government for all. **This is not just about technology; it’s about transforming how governments serve and connect with their communities for years to come.**





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