



City of New Berlin
Information Technology
Strategic Plan 2010 – 2012



0 Plan Synopsis

Focus Areas: 2010-2012

Citizen Service Enhancements

- Enable open government
- Enhance Customer Service

Operational Improvements

- Provide ongoing and relevant technology education
- Continual improvement of technology infrastructure

Support City Strategy

- Provide cost effective solutions

Mission

Provide top level technical support and cost-saving automation solutions for the needs of the City of New Berlin while providing regional guidance and leadership. Additionally, in the pursuit of government openness IT will enable the City to freely communicate with all stakeholders.

Key Information Technology Responsibilities

- Support the City of New Berlin's growth through technology
- Customer service – Day to day upkeep and training
- Maintenance of City IT infrastructure
- Advise departments of new and appropriate technologies
- Support departmental and municipal technology goals
- Oversight and enforcement of consistent data structures across all City applications
- Provide secure and functional access to City data

Guiding Principles

- Through talented and dedicated staff, IT will provide best effort support of all technologies approved through the New Berlin IT department.
- Staff will provide decisions and leadership based on experience and training to guide departments in technological development and enhancements.
- Staff is held to a higher standard due to universal and unrestricted access to sensitive and confidential data
- Staff will utilize critical thinking and basic logic to guide personal time management, prioritization and task-based decisions.

1 Executive Summary

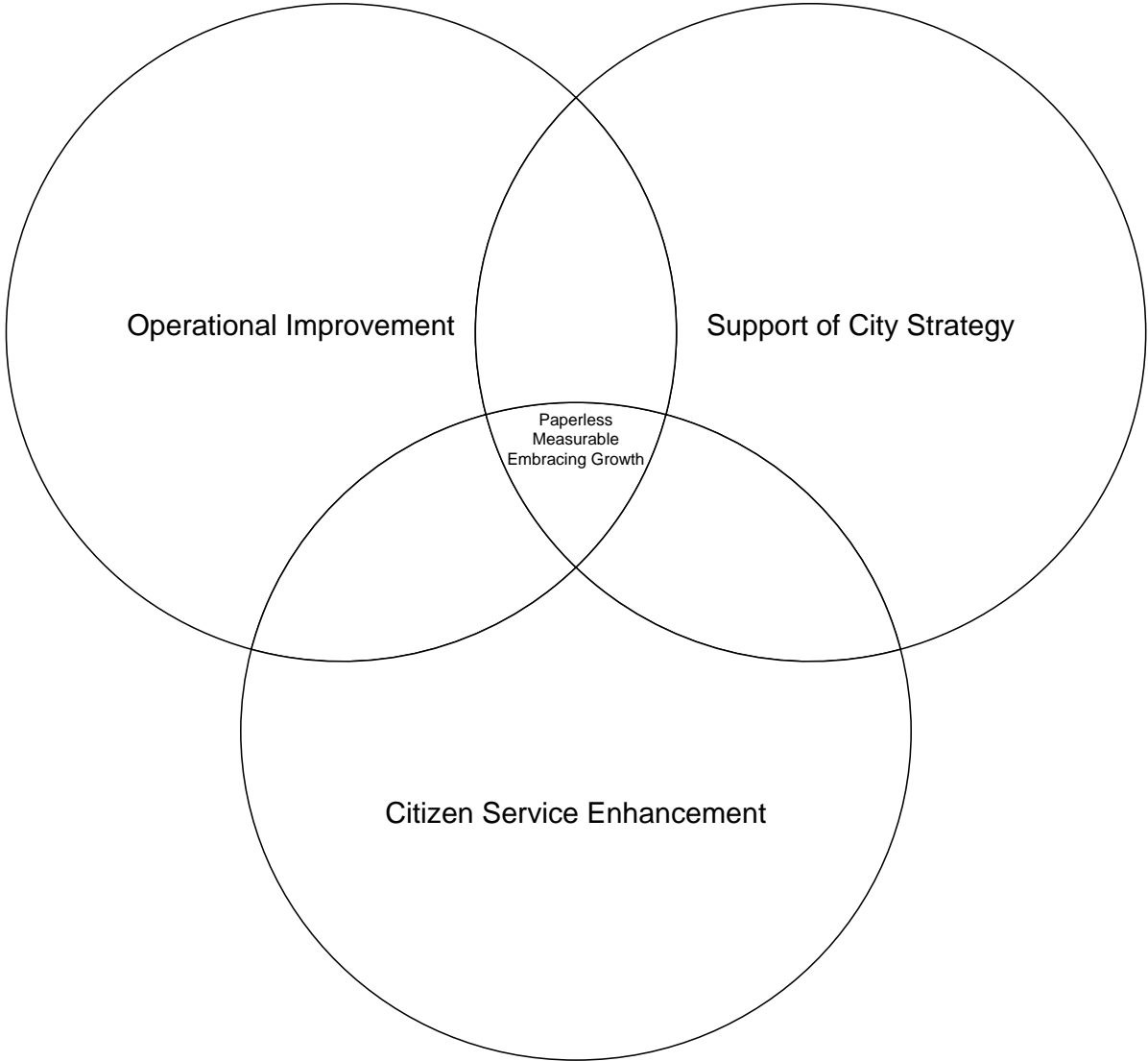
The City of New Berlin, in order to fully serve its citizens effectively and efficiently, maintains and installs automated technology solutions through its IT Department. The strategic technology plan exists in order to direct and guide the technology planning, maintenance and implementation. Due to the constantly changing nature of technology and governmental business needs, the plan is dynamic and flexible. Additionally, the highly diverse City zoning requires the plan to easily scale between the needs of rural, urban, industrial, and commercial property owners, citizens and visitors.

The City of New Berlin Technology program is funded primarily through the Information Technology Budget, cost center 515. Additionally, long-term sustainable infrastructure-related projects are funded through Capital Improvement Projects. In some cases, multiple department cost centers are utilized to fully fund a program due to cooperation and divergent needs.

It is a distinct goal that the City of New Berlin Information Technology Program maintains a solid infrastructure. Maintaining a technically solid and current communication network and computing platform are essential for this success. Equipment budgets must require replacement of technological equipment prior to its obsolescence. Following this guideline will ensure a maintainable, functional and efficient technology program.

2 Focus areas and categorization

The City of New Berlin Information Technology Department will focus on three main areas for improvement and refinement over the term of this plan. The department will focus first on Citizen Service Enhancement for its external customers. Secondly, the department will focus on operational improvement affecting its internal customers. A third area of focus, support of City strategy, will ensure that the mission of the IT department is aligned with the direction the City takes through its dynamic political process.



Common to each focus areas are the aspects of moving towards a paperless environment, providing measurable results and embracing City growth.

2.1.1 Citizen Services Enhancement

Two areas have been selected for focus by IT in the next three years.

Focus Area 1. Enable Open government.

Through the use of current and emerging tools, IT can provide multiple vehicles for citizen outreach and feedback. The emergence of social networking tools and the concept of Web 2.0 gives elected officials and City officials new and unique ways to reach their audience. IT will focus on strategies to deploy this technology in the best interest of all involved.

Focus Area 2. Enhance Customer Service

The use of technology can greatly increase the convenience in which we offer services to our citizens. The ability to access City services and payment options online is one of many areas where service can be enhanced. IT will strive for an increase in these services providing customers with easier access to everyday needs.

2.1.2 Operational Improvement

Two areas have been identified as crucial to the overall operation of the City of New Berlin.

Focus Area 3. Provide Ongoing and Relevant Technology Education

Through the deployment of many new systems, a repeated theme of necessary improvement is in the area of education. Employees proficient in technology become more efficient and thus provide for an effective and low cost government. IT will evaluate areas where technical knowledge can be increased and provide education in those areas using a variety of delivery methods including training sessions and email information bulletins.

Focus Area 4. Maintain Technology Infrastructure

The City will continue to leverage scalable and modular technology to support the City's growth. Care will be given in the selection of products that allow for later improvements and enhancements without unnecessary costs due to proprietary and/or non-standardized technologies.

2.1.3 Support City Strategy

Focus Area 5. Provide Cost Effective Solutions

IT will aim to deploy technologies capable of lowering operating costs. Additionally, green technologies with sustainable qualities will be used where applicable. The City will further

promote single applications and platforms. Lastly, IT will facilitate the collection of revenues utilizing technology to lower internal operating costs.

2.1.4 General Focus Considerations

All focus areas will consider the need for measurable results, a migration to a paperless environment and the support of overall City growth. These three areas are generally accepted as achievable and necessary based on the state of current society. Every effort will be made to align all technological initiatives with these considerations.

3 I.T. Assessment

An I.T. assessment provides recommendations for achieving a defined set of objectives. For the purpose of developing an IT Strategic Plan, the first step in selecting areas for investment is to determine the current level of services for each of the five Focus Areas. This is then compared to the vision of how improved services could be delivered, with consideration to cost and other resources. Once the gap between current level and desired levels of service are understood, a plan is developed to include recommendations that move the City closer to the objective.

Focus Area 1. Open Government Current State: The City of New Berlin cablecasts its meetings on the Time Warner-provided government access channel as well as maintaining a website with City government information. The City is internally studying the use of social networking for providing all City residents equal and timely access to information.

Vision: Use technological tools to facilitate a transparent, responsive and open local government

Focus Area 2. Customer Service Current State: The City has improved its customer service by offering online Park and Recreation registration online. Additionally IT is pursuing the accepting of ACH payments for Utility bills. Permits and applications are available for download, however electronic submission is not yet possible. The City's five telephone systems have been merged into one allowing for seamless transferring of customer calls throughout the organization.

Vision: Customers are able to complete nearly every counter service via the Internet. In addition, payments will be accepted using a variety of options including automatic transfer (ACH) and credit card payment.

Focus Area 3. Ongoing and Relevant Technology Education Current State: Currently staff is generally trained in the basic operation in the computer hardware and software directly applicable to their position. In fall of 2009 IT will begin training staff on Internet and email safety in an effort to mitigate the internal IT risk. The HR and IT department are also investigating training on Social Networking sites.

Vision: A well trained staff able to positively contribute to City operations through the effective and efficient use of technology.

Focus Area 4. Technology Infrastructure Current State: The overall infrastructure in the City of New Berlin is mixed. Significant improvements have been made in several buildings allowing for capacity growth while ensuring future compatibility with new systems. Three of the five fire stations have infrastructure that is outdated and will need attention before any significant system enhancements or upgrades can be completed. The part-time use of these facilities due to the volunteer status of the department created an environment that had not warranted upgrades. With the increased 24X7 staffing, effort will need to be directed into the updating of these sites to align the facilities with the standards used Citywide. The data structure for common information is widely disbursed and lacks cross-functional consistency.

Vision: A scalable and modular infrastructure that is disaster tolerant and capable of storing key data in a central and common repository.

Focus Area 5. Cost Effective Solutions Current State: IT has improved the economic impact on the City by lowering internal costs. By engineering creative technological solutions IT has minimized the need for additional City staff. Additionally, IT is being trained in business process analysis allowing for staff to understand and assign technology capable of aiding and improving internal and external processes. IT has also deployed a server virtualization system. This allows for many “virtual” servers to exist on a single piece of hardware thus reducing heat and electrical requirements while reducing the overall server count. Several standards have been adopted for system purchases. This ensures that systems utilize standard languages and data types to reduce the need for expensive resources who specialize in proprietary services.

Vision: Lower City operating costs through the use of technology.

4 I.T. Management Strategy

The City’s information technology management practices must continue to improve in order to effectively deploy and manage new technology solutions. Improvements will result from a process that starts with guiding principles aligned with the Focus Areas. Staff and organizational development activities are then identified to achieve specific goals and objectives. These activities should occur in parallel to developing new I.T. projects as an on-going continued improvement process. Additionally, formal procedures and standards will continue to be adopted to provide constant application of solutions for quality assurance. The IT department will continue to increase its adherence to COBIT and ITIL standards and practices to better align its operations with best practices in the private and public sector.

4.1.1 Management Parameters

Effective growth in the use of information technology requires a set of parameters that guide management methods, selection and enforcement of technical standards, and I.T. organizational oversight.

The mission conveys the overall direction and method of achievement from the management level.

Mission

Provide top level technical support and cost-saving automation solutions for the needs of the City of New Berlin while providing regional guidance and leadership. Additionally, in the pursuit of government openness IT will enable the City to freely communicate with all stakeholders.

Responsibilities assist in the articulation of the IT department's role in the organization.

Key Information Technology Responsibilities

- *Support the City of New Berlin's growth through technology*
- *Customer service – Day to day upkeep and training*
- *Maintenance of City IT infrastructure*
- *Advise departments of new and appropriate technologies*
- *Support departmental and municipal technology goals*
- *Oversight and enforcement of consistent data structures across all City applications*
- *Provide secure and functional access to City data*

Principles set the framework within which operational decisions are made to ensure efficient development of improved City services through information technology investments. Three guiding principles have been identified as key to achieving the visionary state of the Focus Areas.

Guiding Principals

- *Through talented and dedicated staff, IT will provide best effort support of all technologies approved through the New Berlin IT Department.*
- *Staff will provide decisions and leadership based on experience and training to guide departments in technological development and enhancements*
- *Staff is held to a higher standard due to universal and unrestricted access to data*
- *Staff will utilize critical thinking and basic logic to guide personal time management, prioritization and task-based decisions.*

5.1.1 Governance

Closely following COBIT standards, the City of New Berlin will maintain an Information Technology Advisory Committee. This model will ensure that IT remains aligned with the business needs of the City. Additionally, the ITAC will provide feedback on IT direction and projects while ensuring that good standards and practices are being used. Also, the committee will be used as a check and balance for the adherence to regulations as they apply to the City.

Additionally the City will create and maintain security and change control steering subcommittees of the ITAC. These subcommittees will ensure that all necessary IT industry best practices and regulations are being adhered to.

Recommendations for support of the strategic plan in the annual budget process will occur through the IT budget request process facilitated by the ITAC. The review will consider other technology related requests and final recommendations for funding will be made to the Mayor's office. It is the responsibility of the IT Director to periodically report to the ITAC and Mayor on the progress against the plan.