CITY OF **MADISON**

Information Technology Strategic Plan
2024—2027

Introduction

The City of Madison's technology needs continue to rapidly change, increasing the need for technology services. As we continue to change, the needs of our customers change as well. The 2024 – 2027 Strategic Plan for City of Madison Information Technology focuses on prioritizing customer success, service delivery, security, and the integrity of the City's technology infrastructure.

Our Vision

Our Madison – Inclusive, Innovative, & Thriving Through Technology

Our Mission

Connect employees and the public to City services and information through people-focused technology solutions.

Message from the Director

Over the past three years, we have been planting the seeds of the City of Madison's technology transformation. Now, in 2024, we are realizing this transformation by planning several major projects: implementing Microsoft 365, upgrading and improving our physical network topology, establishing a Cybersecurity program and policies, and addressing the increased demand for integrated technology in City spaces. These major projects along with many others continue our growth toward an innovative and inclusive technology experience for the City of Madison.

I am pleased to present the City of Madison Information Technology (IT) 2024 – 2027 Strategic Plan. This plan incorporates feedback from City staff, City Leadership, and our customers. In developing the IT Strategic Plan, a team of IT employees brought their expertise and experiences to the table, outlining key recommendations for their vision of the Information Technology department in the next three to five years.

The IT Leadership team reviewed and accepted these recommendations, adopting the 2024 – 2027 IT Strategic Plan, focusing on seven strategic priorities: **Customer Experience, Digital Inclusion, Digital Workplace, Employee Engagement, Enterprise Business Solutions, Infrastructure and Operations, and Security**.

As a department, we need to continue practicing an inclusive mindset when supporting our customers and their digital initiatives. The IT Strategic Plan outlines our strategies for embracing our City's ongoing digital transformation. In efforts to be best prepared for what this digital transformation will bring, we need to budget proactively to support digital government and sustainable technology. The IT Strategic Plan will guide City decision making and planning as we continue to modernize and innovate our service delivery.

We continue to rely more heavily on technology to engage with customers, create workplace flexibility, and to replace paper processes with automated processes that improve transparency and efficiency. As a City, this digital transformation has encouraged us to further connect our residents to City services and local government. We are bringing City government to our residents, rather than asking residents to come to City government.

We look forward to collaborating with our partners and continuing our digital growth, as we embrace the journey of this digital transformation.

Sarah Edgerton, Chief Information Officer (CIO)

City of Madison Information Technology Director

Executive Summary

Priority	Strategies
Customer Experience	1. Build Partnerships 2. Service Management 3. Portfolio Management 4. Communication
Digital Inclusion	1. Connectivity, Access, & Adoption 2. Digital Engagement 3. User Experience 4. Accessibility
Digital Workplace	1. Flexible Workplace 2. Employee Workstations 3. End-user Training
Employee Engagement	1. Hiring 2. Retention & Promotion 3. Staff Training 4. Culture Building 5. Employee Diversity
Enterprise Business Solutions	1. Optimize Processes 2. Cloud Strategy 3. System Modernization 4. Shared Services
Infrastructure & Operations	1. Fiber Network 2. Incident Management 3. Disaster Preparedness
Security	1. Security Infrastructure 2. Audits & Assessments 3. Policies 4. Education

Customer Experience

City Information Technology strives to provide quality, sustainable services to our customers. We can provide services more effectively when we understand customers' business needs and goals. We want to build trust with our customers to provide solutions that meet their needs and enhance their experience at the City of Madison.

1 Build Partnerships

Become a strategic business partner by developing solutions that fit customers' needs and goals.

1.1 **Develop enterprise technology plans with our customers.** Identify and plan for technology projects at the enterprise level in collaboration with department portfolio contacts through the Annual Technology Strategic Planning process.

1.2 **Co-create value with partners**. Develop a better understanding of customers' needs, goals, and values. Develop solutions based on the people who will use the technology.

1.3 **Empower customers to create content and manage systems**. Develop solutions that give City employees the power and flexibility to do their jobs without requiring frequent technical support.

1.4 **Provide guidance on service design**. Help customers develop processes that are equitable, accessible, efficient, and sustainable. Use technology solutions to fill gaps in current processes.

2 Service Management

Refine the IT Service Center to accurately reflect our technology portfolio, equip customers with technology knowledge, and streamline requests.

2.1 **Update the IT Service Catalog**. Analyze and reorganize the IT Service Catalog to reflect our current technology portfolio from a customer-first perspective.

2.2 **Implement change control.** Develop an ITIL-compliant change control process to utilize change requests in developing, testing, and deploying product and system changes for our technology infrastructure and customers.

2.3 **Improve the IT Service Center (self-service portal)**. Make it faster and easier for customers to submit requests using human-centered design principles and system integration tools.

2.4 **Train Information Technology staff on customer service.** Establish consistent policies, processes, and expectations to standardize the service we provide to customers.

2.5 **Service Level Agreements (SLAs).** Develop clear expectations for IT, external partners, and customers to ensure that service delivery is completed to an agreed upon level of satisfaction.

3 Portfolio Management

Manage the City's technology portfolio through deliberate project planning and strategic collaboration.

3.1 **Standardize project intake**. Define a consistent process for new project requests. Develop a Project Statement at the initiation of all new projects. Implement criteria for accepting and prioritizing projects.

3.2 **Develop an annual Work Plan**. Establish project timelines to manage staff workloads and ensure the timely completion of projects.

3.3 **Implement a standard project process**. Develop standard frameworks for project management across teams. Give project managers the tools they need to complete successful projects.

3.4 **Continue rapid development practices where appropriate**. Take advantage of shorter delivery cycles to collect feedback and act based on customer responses.

3.5 **Integrate Change Management in project management practices**. Drive customer and staff adoption and satisfaction by making change management a core value in all project executions.

4 Communication

Build trust with our customers by improving lines of communication.

4.1 **Provide professional, friendly, and consistent customer service**. Develop a culture where all staff value partnerships and quality customer service.

4.2 **Maintain open lines of communication.** Develop standard processes for communicating with customers and be transparent whenever possible.

4.3 **Create customer feedback loops.** Implement routine mechanisms for capturing customer feedback such as ticket satisfaction surveys, ADKAR surveys, and tracking KPIs around customer adoption and satisfaction.

4.4 **Follow-up on feedback in a timely manner.** Respond to customer and colleague feedback in an empathetic and timely manner. Consult with other Subject Matter Experts (SMEs) when necessary to provide a valuable and accurate response.

Digital Inclusion

Technology is changing rapidly, and altering the ways residents expect to interact with their government. We will create opportunities for residents and City staff to access City services and engage in City government more comfortably, securely and equitably through technology.

1   Connectivity, Access, & Adoption

Connect all residents to the devices and networks they need to access the Internet.

1.1   **Maintain established standards for Wi-Fi access in public spaces**. Continue to add Wi-Fi in City-owned facilities and ensure current free-for-use Wi-Fi meets federal standards and sustainability measures.

1.2   **Increase public awareness of home internet discount programs.** Continue to advocate for and expand awareness of low-cost options in partnership with state and federal programs and local service providers.

1.3   **Increase digital literacy.** Continue to facilitate and support digital literacy efforts via City and community partner programs.

1.4   **Connect residents to services and programs providing low-cost devices and tech support**. Continue to partner with and support refurbishment programs that provide low-cost devices to low-income residents.

2   Digital Engagement

Use technology to effectively connect the public to City government.

2.1   **Continue government transparency.** Continue to encourage the ease of access to City information through technology solutions.

2.2   **Support civic engagement.** Transform how people participate in the democratic process by facilitating an interactive, safe and accessible relationship between the government and the public through technology.

2.3   **Improve the effectiveness and efficiency of public communication tools.** Support and supplement performance excellence standards in digital spaces.

2.4   **Update City policies to reflect the capabilities of current technologies.** Evaluate policies about public comments, meetings and specific technology uses to promote equity and access to City government.

2.5   **Support City staff as they deliver digital services to residents**. Drive workforce adoption of toolsets and features that increase efficiency and resident engagement. Support applications that make City data interesting and understandable.

3   User Experience

Increase the usability of digital services by developing modern, user-friendly solutions.

3.1 **Continue to improve City of Madison website.** Continue to build a unified digital identity.

3.2 **Consolidate and standardize applications.** Develop and implement style guidelines shared across systems. Standardize infrastructure, functionality, user experience, and appearance using human-centered design.

3.3 **Simplify business with the City.** Continuously evaluate systems for ways to improve service design, website navigation, and user experience.

3.4 **Continue to develop and support multilingual digital services infrastructure.** Develop and support sites and applications that support multilingual content.

4 Accessibility

Increase equity and access to City services by improving the accessibility of the City's web presence.

4.1 **Establish Web Content Accessibility Guidelines (WCAG) 2.1AA as standard for City sites.** Evaluate accessibility early and often throughout projects. Follow compliance standards including Section 508 and WCAG 2.1 AA (as required by April 2026).

4.2 **Produce accessible video content.** Add captions to all videos we produce. Produce alternatives with Audio Descriptive Service for videos that have nonverbal content.

4.3 **Encourage and support plain language efforts.** Engage the City workforce in greater plain language adoption. Explore solutions to make it easier for content editors and City staff to evaluate the reading level of their content.

4.4 **Evaluate new technologies for accessibility support and capabilities.** Ensure that third-party software follows our standards and best practices for accessibility and usability.

Digital Workplace

Our work environments are constantly evolving. By maintaining a digital workplace, we will create a framework for continual improvement of processes, tools, and operational efficiencies to meet our employees' needs and the City's goals.

1 Flexible Workplace

Support flexible and remote work with innovative collaboration tools.

1.1 **Provide secure connections to the City network.** Continue following industry best practices to enhance connectivity between remote locations and the City network.

1.2 **Provide remote collaboration tools.** Support conferencing, collaboration, and file sharing technologies that allow employees to efficiently and effectively do their work.

2 Employee Workstations

Provide all City employees with the tools they need to do their jobs.

2.1 **Continue transitioning to a single-device policy**. Evaluate the business needs of machine requests, and make sure all City employees have access to a single device that fits their needs.

2.2 **Maintain a 4-year replacement lifecycle**. Balance employee needs with budget costs and savings.

2.3 **Maintain workstations with regular patching**. Keep employee workstations running smoothly and securely with regular software updates.

3 End-user Training

Standardize and improve the way we train our customers.

3.1 **Train new employees on standard technologies and processes**. Leverage the New Employee Orientation to set best practices. Make sure all employees have the tools and resources they need to be successful at the City.

3.2 **Provide trainings on enterprise technologies**. Improve the use and efficiency of technology by making sure our customers understand the systems they use.

3.3 **Align with Citywide training standards**. Standardize and improve our trainings by following Citywide guidelines.

3.4 **Provide learning resources**. Continue to develop the knowledge base of the IT Service Center for just-in-time learning opportunities.

3.5 **Improve the digital literacy of City staff**. Provide trainings and learning resources on shared services to help employees use and understand our digital tools.

Employee Engagement

Employees are our most valuable resource and are key to our organizational success. We want our employees to feel valued, engaged, and satisfied with their jobs.

1   Hiring

Attract and hire skilled candidates from diverse backgrounds and empower new employees to be successful at the City.

1.1   **Create trainee development paths**. Develop career paths to help our trainees be successful.

1.2   **Use hiring as an opportunity improve organizational structure.** Review and evaluate current position allocations to align with our service structure.

1.3   **Develop plans for filling vacant positions**. When possible, recruit soon after positions vacate to reduce the strain on current employee workloads. Communicate hiring timelines to the relevant staff.

1.4   **Work with Human Resources to condense hiring timelines**. Identify, interview, and select applicants quickly so quality candidates are still available and interested in City employment.

1.5   **Develop a standard onboarding process**. Establish consistent practices between teams. Make sure all new employees have the information and tools they need to be successful.

2   Retention & Promotion

Retain skilled employees by increasing job satisfaction and promotional opportunities.

2.1   **Establish a career ladder**. Provide clearer pathways for promotions and reduce the need for reclassification.

2.2   **Perform annual job evaluations**. Evaluate employees' performance, workloads, and position descriptions on a routine basis to co-create work plans.

2.3   **Recognize innovation and exceptional work**. Establish a work culture of praise and performance recognition. Talk about how employee roles contribute to the City's vision, goals, and objectives.

2.4   **Develop a standard off-boarding process**. Evaluate and improve our effectiveness as an employer by conducting standard exit interviews.

3   Staff Training

Cultivate a skilled workforce by providing valuable training opportunities.

3.1   **Establish individual employee development plans**. Identify and target areas of improvement at annual job evaluations (*see Employee Engagement 2.2*).

3.2   **Provide valuable technical training**. Offer or seek out high-quality trainings that help employees develop technical skills that apply to their interests and responsibilities.

3.3   **Support leadership and professional development**. Encourage participation in leadership development programs and other professional development opportunities.

4   Culture Building

Continue building a culture of innovation, transparency, and collaboration within our department and across the City. Foster an open-minded environment by recognizing and engaging our multigenerational workforce.

4.1 **Cross-team communication and collaboration**. Continue to align our teams to our service structure and encourage cross-functional project teams.

4.2 **Facilitate communication between employees and upper management**. Develop a system for management to accept and respond to employee feedback.

4.3 **Conduct monthly department meetings**. Keep employees informed of strategic direction and decisions that impact work. Provide updates on initiatives and major projects.

4.4 **Establish a bi-monthly newsletter**. Recognize team and individual achievements. Provide updates on team projects and department-level news.

4.5 **Foster employee relationships**. Continue annual department retreats to provide space for reflection.

4.6 **Empower employees to take ownership of their unique skills.** Allow employees to engage in conversations, projects and initiatives that are engaging for the individual and benefits the entire group to collaborate on a single product.

4.7 **Create an agile work culture.** Embrace new and different perspectives to solve problems. Encourage flexibility and innovation to develop creative solutions for how and where we work.

5 Employee Diversity

Hire and support diverse employees. Strengthen our culture of inclusion in the workplace.

5.1 **Broaden hiring opportunities to recruit diverse applicants.** Actively recruit applicants with diverse abilities, identities, beliefs, and experiences.

5.2 **Develop early career path opportunities**. Use inclusion-based internship and apprenticeship programs to recruit diverse employees.

5.3 **Encourage participation in organizational affinity groups.** Support staff in exploring affinity spaces at the City.

5.4 **Require all employees to complete Racial Equity & Social Justice (RESJ) training**. Organize RESJ training for new employees and all employees who have not already completed it.

Enterprise Business Solutions

Building resiliency and flexibility through the administration of enterprise applications, data standardization, integrations and the exchange of City information.

1   Optimize Processes

Evaluate and improve processes within our department and the City.

1.1   **Optimize and automate**. Develop tools to manage repetitive tasks, reducing human error and allowing the City to invest valuable employee time into higher-value work.

1.2   **Use data to guide our processes and projects**. Support outcome-based budgeting through the Results Madison framework by tracking Key Performance Indicators (KPIs) to measure our services.

1.3   **Support continuous improvement**. Routinely evaluate our processes and progress iteratively with feedback in adherence with the ITIL framework. Consult with departments to optimize process when implementing new technologies.

2   Cloud Strategy

Increase our flexibility, sustainability, and uptime by shifting to a cloud-first strategy.

2.1   **Continue to identify opportunities for cloud solutions**. Migrate select systems to cloud-based solutions.

2.2   **Support API development**. Build connections between on-premises and hosted solutions.

2.3   **Leverage Software-as-a-Service**. Develop a strategy for purchasing and implementing cloud-based solutions.

2.4   **Be strategic about budgeting**. Analyze long-term budget impacts and leverage potential cost-savings.

3   System Modernization

Renew the technologies we support according to industry and operational standards.

3.1   **Maintain sustainable hardware lifecycles**. Monitor hardware warranties and replace equipment proactively.

3.2   **Decommission legacy systems**. Replace aging software with modern solutions.

3.3   **Increase server and storage capacity**. Improve retention, redundancy, and recovery of City infrastructure.

4   Shared Services

Provide a comprehensive digital toolkit to our customers.

4.1   **Maintain the Approved Technology Directory**. Develop awareness of what technologies are approved for use at the City by communicating the directory in a user-friendly way.

4.2   **Support enterprise solutions**. Implement reusable, scalable solutions that will fit Citywide needs and provide more consistent service to the public.

4.3   **Leverage purchased software to its full capacity**. Understand the capabilities of our software and identify opportunities to better utilize existing systems.

4.4   **Reduce duplicative applications**. Recover City resources and staff time by eliminating redundant systems.

4.5   **Support Results Madison by connecting departments to data they create**. Make sure agencies have access to the data they need to track and improve their services in alignment with Results Madison.

Infrastructure & Operations

Agencies depend on a strong technology infrastructure to support public services. As the backbone of City operations, we must provide a reliable, secure, and responsive technology environment.

1 Fiber Network

Build and maintain a strong, connected fiber network that supports City operations.

    1.1 **Build redundancies**. Improve our ability to recover from outages by building multiple routes to critical locations.

    1.2 **Support new City facilities**. As new facilities are developed, build fiber to ensure ongoing connectivity

    1.3 **Maintain existing fiber builds**. Conduct ongoing maintenance so that we continue to provide a high-quality fiber network.

2 Incident Management

Follow ITIL best practices to grow our Incident Management processes and minimize service downtime for customers.

    2.1 **Quickly identify incidents.** Identify incidents as quickly as possible using automated technologies and monitoring tools.

    2.2 **Log and categorize incidents.** Log all incidents using classification and prioritization frameworks to ensure complete historical records.

    2.3 **Perform initial investigation of incidents and diagnose the problem.** Immediately investigate incidents to understand the incident scope and appropriate course of action for mitigation.

    2.4 **Facilitate resolutions and perform testing.** Implement incident resolutions and test all services and systems thoroughly to ensure service recovery.

    2.5 **Document and communicate incident closures.** Document the incident's resolution and testing protocol to close the incident. Communicate resolution and incident closure to all groups impacted.

    2.6 **Perform post-incident user satisfaction surveys.** Following large service disruptions and major incidents, perform a post-incident user satisfaction survey to gather feedback from customers and develop lessons learned for future incidents.

3 Disaster Preparedness

Support the continuity of City technology operations in the event of a disaster.

    3.1 **Maintain agency business continuity plans for critical systems**. Work with agencies to identify vital systems and develop plans to maintain operations.

    3.2 **Maintain a priority list of critical technical services.** Work with City leadership to prioritize vital systems and develop plans to maintain operations. Make adjustments as systems or services change.

    3.3 **Maintain a technology infrastructure that supports continuous City operations.** Align our technology infrastructure and operations with the City's Continuity of Operations Plan.

Security

A secure technology environment allows the City to operate safely and efficiently. By centering our work on security, we proactively protect the City's resources from evolving cybersecurity threats.

1 Security Infrastructure

Develop and maintain a secure foundation for City operations.

1.1 **Strengthen layered security**. Maintain multiple levels of security across our systems. Be proactive in seeking out opportunities to improve systems and procedures.

1.2 **Stay current with security patches**. Ensure that security updates are installed when they are released. Automate patch management.

1.3 **Evaluate new technologies for security compliance**. Ensure that third-party software follows our standards and best practices for privacy, encryption, and other security concerns.

1.4 **Implement the mandated .gov domain migration.** Implement .gov domain for the City of Madison.

2 Audits & Assessments

Regularly evaluate our systems to ensure a secure environment.

2.1 **Conduct comprehensive annual cybersecurity assessments**. Identify and address vulnerabilities rapidly.

2.2 **Conduct ongoing security reviews**. Review log reports to identify and correct any potential issues.

2.3 **Regularly audit our online systems**. Ensure we are following security best practices on all systems.

2.4 **Follow recommendations from financial, technical, and security audits.** Maintain required certifications to support City operations.

3 Policies

Maintain policies and processes that support secure City operations.

3.1 **Strengthen incident response**. Continue to develop our Incident Response Plan and conduct regular drills.

3.2 **Follow the Principle of Least Privilege (PoLP)**. Grant users minimal access rights needed to accomplish tasks.

3.3 **Review and update our password policy based on current best practices**. Establish expectations for password management and security. Implement password management software.

3.4 **Protect privacy and sensitive data**. Set standards for designating private datasets and for de-identifying sensitive data. Earn our public's trust by protecting their privacy.

4 Education

Create a first line of defense by developing an educated and prepared workforce.

4.1 **Invest in Information Technology staff training**. Support rigorous, ongoing security training on current standards, threats, and best practices.

4.2 **Train City staff to recognize and report potential attacks**. Implement mandatory cybersecurity training for all City staff with network accounts.

4.3 **Inform customers with cybersecurity outreach.** Use communication streams to continuously educate City staff on security best practices.