

# CITY OF MADISON

## Information Technology Service Framework

*July 1, 2024 – June 30, 2025*



## Introduction

The Information Technology Service Framework brings our strategic priorities, services, service activities, and performance metrics into alignment. This report highlights how strategic planning improves our current technology services and resources and provides a guide for future technology planning to support the growing needs of the City of Madison.

## 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.

## Service Structure

The Service Structure explains how technology services are currently organized in Information Technology. These services are informed by our strategic priorities and the needs of our customers and residents. Within each service there is a non-inclusive list of service activities, which continue to evolve as the City's technology needs continue to evolve.

## Performance Metrics

Key Performance Indicators (KPIs) were identified for each service through the Results Madison process, which included input from every Information Technology (IT) team and the City's Data Team. Metrics are tracked annually and used to inform our delivery service design and budgetary planning.

## Our Strategic Priorities

The **2024 – 2027 IT Strategic Plan** focuses on prioritizing customer success, supporting City service delivery, security, and the integrity of the City’s technology infrastructure. These priorities help us live out our mission to connect employees and the public to City services and information through people-focused technology solutions.

Priority	Strategies
Customer Experience	<ol style="list-style-type: none"><li>1. Build Partnerships</li><li>2. Service Management</li><li>3. Portfolio Management</li><li>4. Communication</li></ol>
Digital Inclusion	<ol style="list-style-type: none"><li>1. Connectivity, Access, &amp; Adoption</li><li>2. Digital Engagement</li><li>3. User Experience</li><li>4. Accessibility</li></ol>
Digital Workplace	<ol style="list-style-type: none"><li>1. Flexible Workplace</li><li>2. Employee Workstations</li><li>3. End-user Training</li></ol>
Employee Engagement	<ol style="list-style-type: none"><li>1. Hiring</li><li>2. Retention &amp; Promotion</li><li>3. Staff Training</li><li>4. Culture Building</li><li>5. Employee Diversity</li></ol>
Enterprise Business Solutions	<ol style="list-style-type: none"><li>1. Optimize Processes</li><li>2. Cloud Strategy</li><li>3. System Modernization</li><li>4. Shared Services</li></ol>
Infrastructure & Operations	<ol style="list-style-type: none"><li>1. Fiber Network</li><li>2. Incident Management</li><li>3. Disaster Preparedness</li></ol>
Security	<ol style="list-style-type: none"><li>1. Security Infrastructure</li><li>2. Audits &amp; Assessments</li><li>3. Policies</li><li>4. Education</li></ol>

# Our Services Framework

## Business Solutions

This service supports enterprise business applications, system implementation, integrations, development, and enhancements. The goal of this service is to deliver and support the innovative, integrated, cost-effective enterprise solutions to our customers to support the City's growing technological needs.

## Strategic Priorities Supported: Customer Experience, Digital Inclusion, Enterprise Business Solutions

### Service Activities

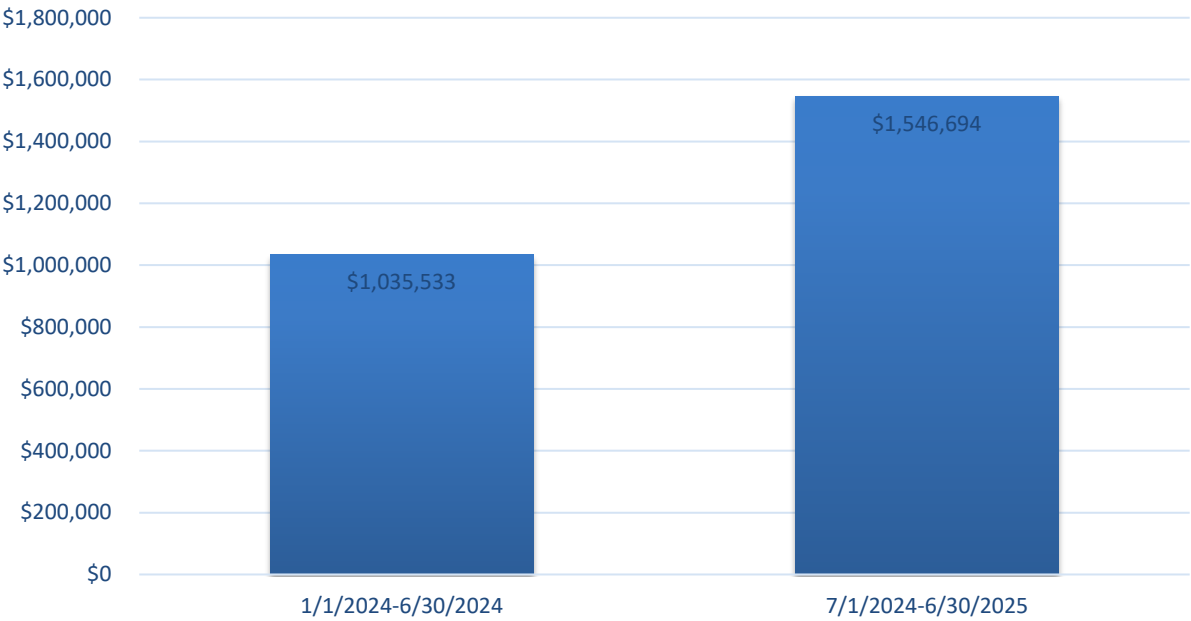
- licensing and permitting
- land management
- code enforcement
- GIS
- work order and asset management
- website content management systems
- reporting tools
- deploying and installing software packages
- application configuration and administration
- Application Programming Interfaces (APIs)
- cloud strategies
- online payments
- integrations
- financial and billing systems

## Key Performance Indicators (KPIs)

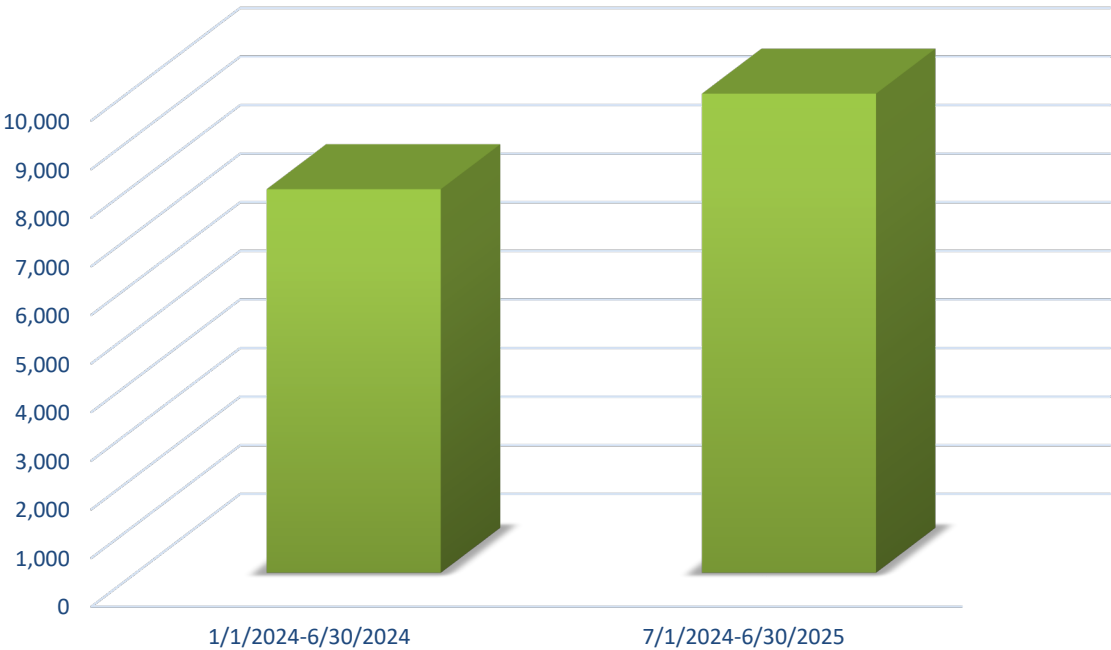
*Measurement Timeframe: January 1, 2024 – June 30, 2025*

Dataset Name	Performance Measure (January 1, 2024 – June 30, 2024)	Performance Measure (July 1, 2024 – December 31, 2024)	Performance Measure (January 1, 2025 – June 30, 2025)
ePayment Systems	14 systems	8 systems	7 systems
ePayment Transactions	7,890 transactions	5,418 transactions	4,439 transactions
Total Dollar Amount of ePayment Transactions	\$1,035,533	\$852,729	\$693,965
Accela total transactions	23,852 transactions	22,760 transactions	21,810 transactions
Total Dollar Amount through Accela	\$2,738,790.80	\$2,415,924.30	\$2,727,151.15
ERP total transactions	108,605 transactions	117,964 transactions	106,117 transactions
Total Dollar Amount collected through ERP	\$73,711,113.74	\$167,714,167.83	\$40,129,214.48
RecTrac transactions	9,327 transactions	3,306 transactions	9,245 transactions
Total Dollar Amount through RecTrac	\$199,851.63	\$125,174.81	\$244,686.87

# Total Dollar Amount of ePayment Transactions



# ePayment Transactions



## Collaboration, Communication, & Portfolio Management

This service supports increased access to shared online services, opportunities for collaboration and continuing the transition of modernizing paper-based processes to digital processes to meet the needs of our customers. The Portfolio Management service performs IT-to-business relationship management functions, owns and manages the City's IT governance and project portfolio processes.

### Strategic Priorities Supported: Customer Experience, Digital Inclusion, Digital Workplace, Enterprise Business Solutions

#### Service Activities

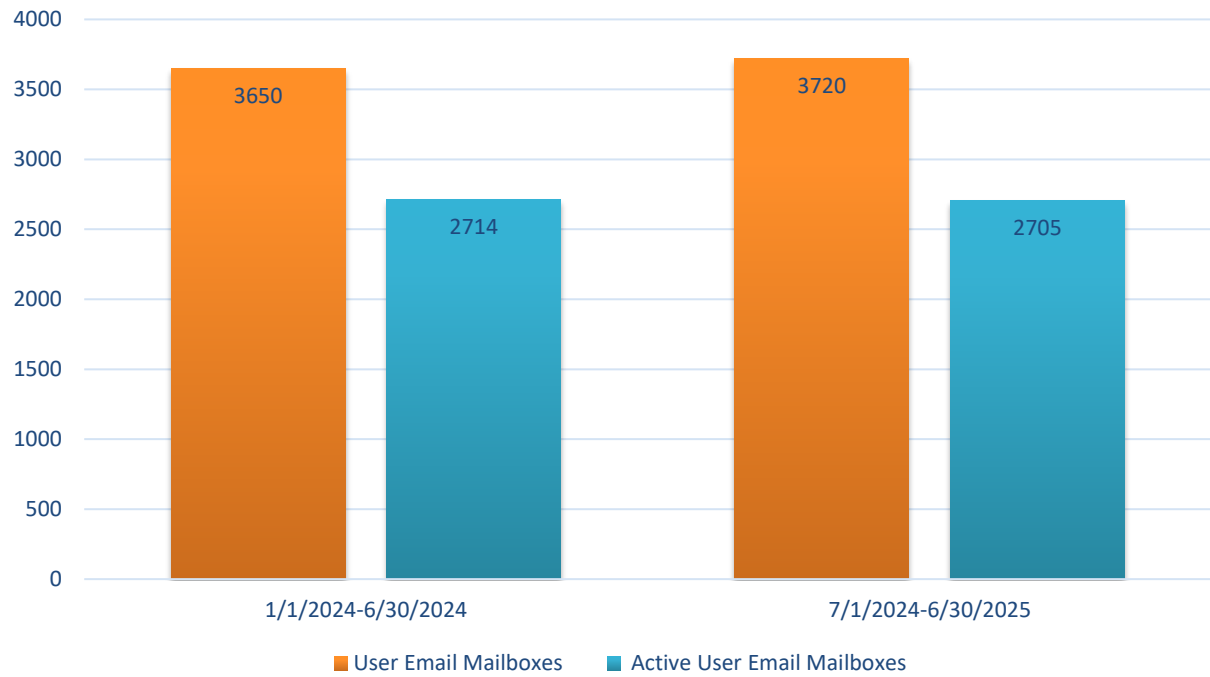
- adoption & change management
- agency partnerships
- collaboration tools
- product management
- project management
- Service Level Agreements (SLAs)
- training
- vendor coordination

#### Key Performance Indicators (KPIs)

*Measurement Timeframe: January 1, 2024 – June 30, 2025*

Dataset Name	Performance Measure (January 1, 2024 – June 30, 2024)	Performance Measure (July 1, 2024 – December 31, 2024)	Performance Measure (January 1, 2025 – June 30, 2025)
User Email Mailboxes	3,650 mailboxes (2,714 active)	3,649 mailboxes (2,711 active)	3,720 mailboxes (2,705 active)
Shared Email Mailboxes	714 mailboxes		737 shared mailboxes
Email Distribution Lists	865 distribution lists		940 groups
Total Sharepoint Sites	176 sites	278 sites	372 sites
Microsoft 365 Groups	245 groups		281 groups
Tickets submitted to IT Service Center	10,422 tickets	9,391 tickets	10,474 tickets
Service Requests	4,401 tickets	3,636 tickets	4,131 tickets
Releases	192 tickets	107 tickets	100 tickets
Tickets Tracked as Sourced by Phone	2,251 tickets	2,123 tickets	2,143 tickets

## Email Mailboxes Supported



## Contracting, Procurement, & Administration

This service manages technology contracts and monitors the IT asset management lifecycle program, IT Request for Proposals (RFP), service level agreements, procurement activities, contract negotiations and enterprise license agreements. This service coordinates the citywide IT budget process, monitors and reports on IT expenditures and supports the payroll and personnel administration.

## Strategic Priorities Supported: Customer Experience, Digital Inclusion, Digital Workplace, Employee Engagement, Enterprise Business Solutions, Infrastructure & Operations, Security

### Service Activities

- Contracts and procurement
- administration & compliance
- APM administration & compliance
- payroll and personnel administration
- budget development
- policies and processes
- strategic planning
- work planning

## Key Performance Indicators (KPIs)

*Measurement Timeframe: January 1, 2024 – June 30, 2025*

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Contracts Completed		16 contracts	32 contracts
IT-Supported Software Applications	224 applications	230 applications	230 applications
Purchasing Requests		289 requests	294 requests
PO's Issued		86 PO's issued	99 PO's issued
P-card Transactions		273 transactions	242 transactions



## Digital Inclusion & Experience

This service develops and supports new technology and online systems, which improve accessibility and interaction with City Services. This service works to improve digital engagement tools and practices, user experience, accessibility, and language access for Madison residents.

## Strategic Priorities Supported: Customer Experience, Digital Inclusion, Digital Workplace, Enterprise Business Solutions

### Service Activities

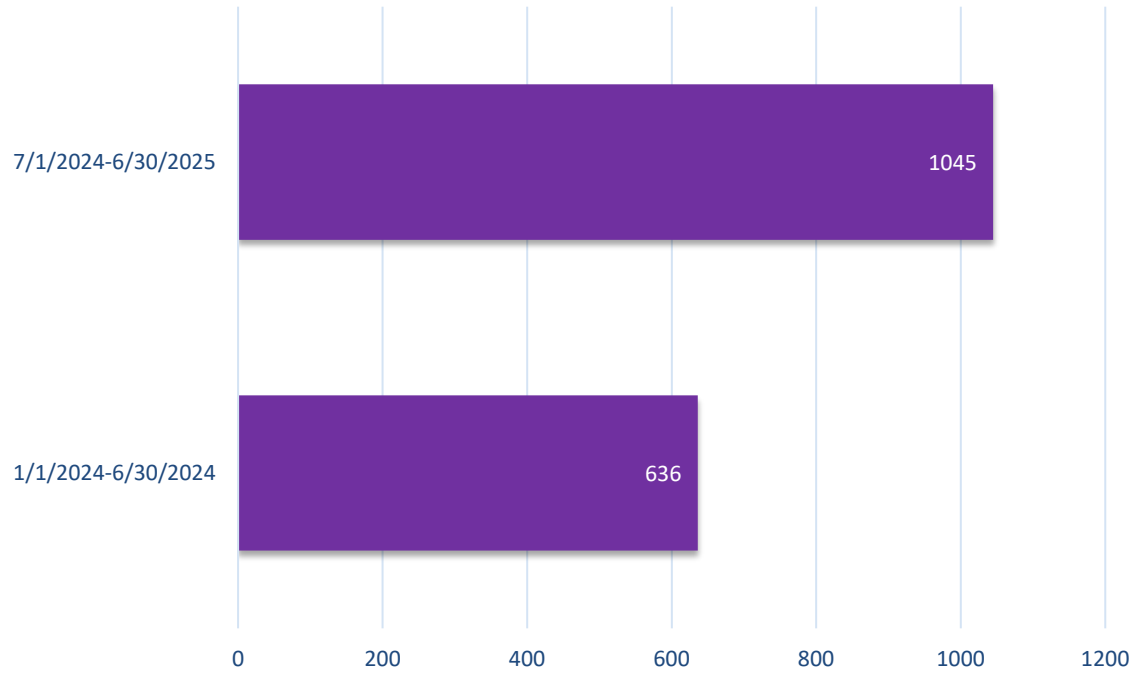
- ADA accessibility
- digital access & literacy
- digital signage
- digital workplace
- meeting and event coverage
- Podcasts
- resident engagement tools
- streaming video
- user interface and design
- City of Madison website

### Key Performance Indicators (KPIs)

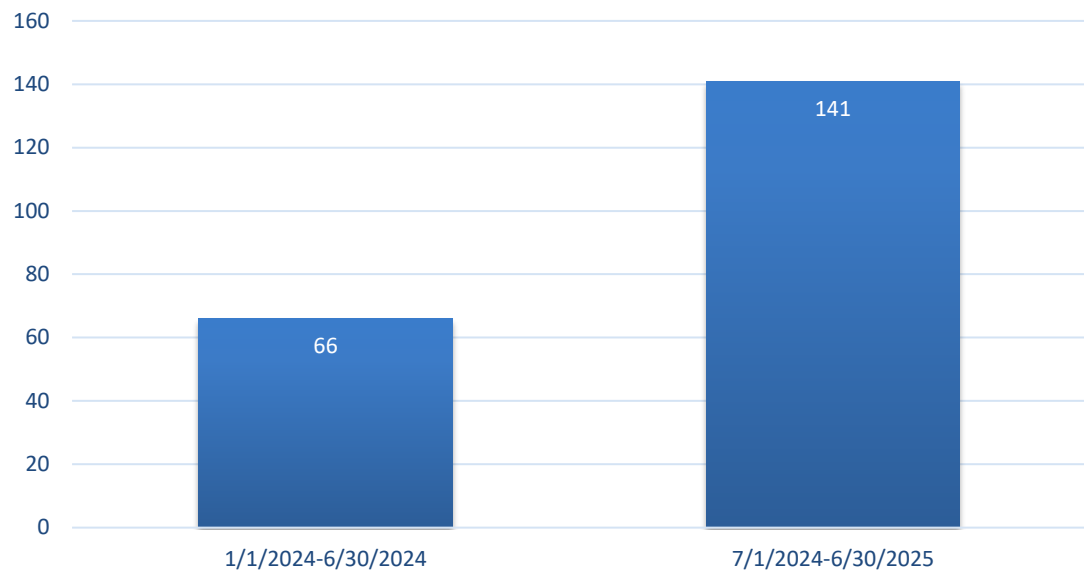
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Dataset Name	Performance Measure (January 1, 2024 – June 30, 2024)	Performance Measure (July 1, 2024 – December 31, 2024)	Performance Measure (January 1, 2025 – June 30, 2025)
Type 1 BCC Coverage	66 meetings	69 meetings	72 meetings
Type 2 BCC recorded meetings	268 meetings	227 meetings	188 meetings
Productions Streamed Live	68 productions	179 productions	116 productions
Total Mediasite Streaming Content Hours for the period	716 hours	802 hours	957 hours
Total Streaming views	53,264 views	93,492 views	66,834 views
BCC Meeting Registrants	3,938 registrants	2,452 registrants	2,142 registrants
Text Message Alert Types	50 types	50 types	52 types
Text Messages Sent via Text Alerts	722,623 messages	459,601 messages	678,926 messages
City Social Media Accounts	73 accounts	72 accounts	72 accounts
Website Views	8,387,065 views	7,875,269 views	6,997,606 views
Percent of Website Visits Ending within 3-clicks	91%	89%	86%
Website Visits	3,434,347 visits	3,873,319 visits	3,342,558 visits
Unique Website Visitors	2,235,277 users	2,086,061 users	1,639,239 users
External Email Lists	287 lists	~300 lists	319 lists
Email Messages Sent via External Email Lists	3,544,431 emails	2,878,962 emails	3,276,512 emails
External Email Lists Unique Subscribers	95,301 subscribers	~97,500 subscribers	99,702 subscribers
Report a Problem (RAP) Submissions	37,926 submissions	14,023 submissions	17,478 submissions
Report a Problem, General Feedback Submissions	636 submissions	580 submissions	465 submissions

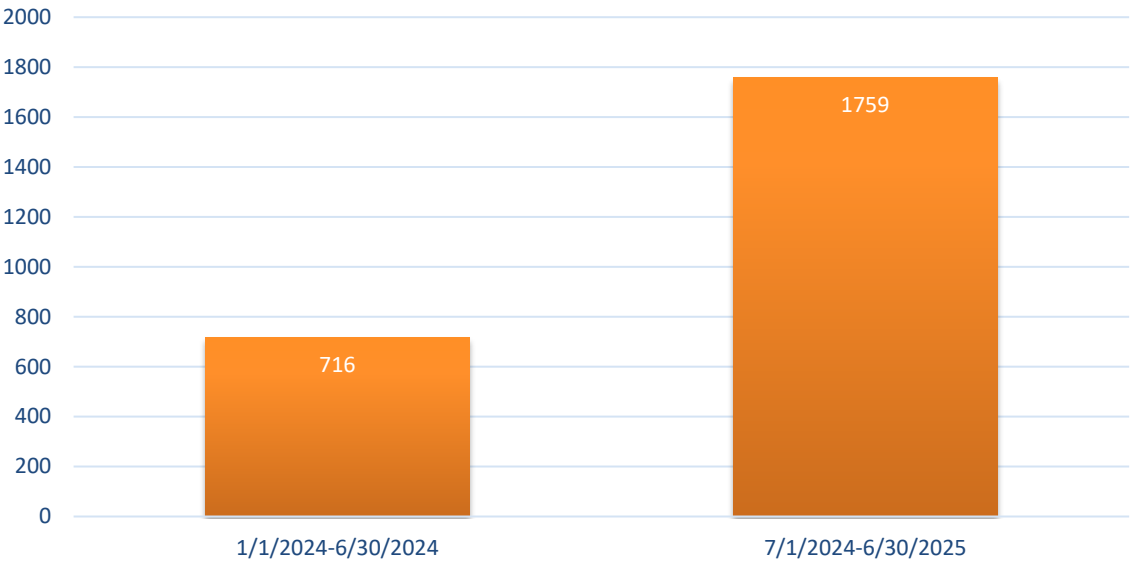
### Report a Problem General Feedback Submissions



### Type 1 BCC Coverage (# of meetings)



# Total Mediasite Streaming Content Hours



## Network Connectivity & Infrastructure

This service maintains the City's data network, data storage, systems hosting, fiber and wireless (Wi-Fi) network, and internet access, while minimizing downtime to City operations.

### Strategic Priorities Supported: Digital Workplace, Infrastructure & Operations, Security

#### Service Activities

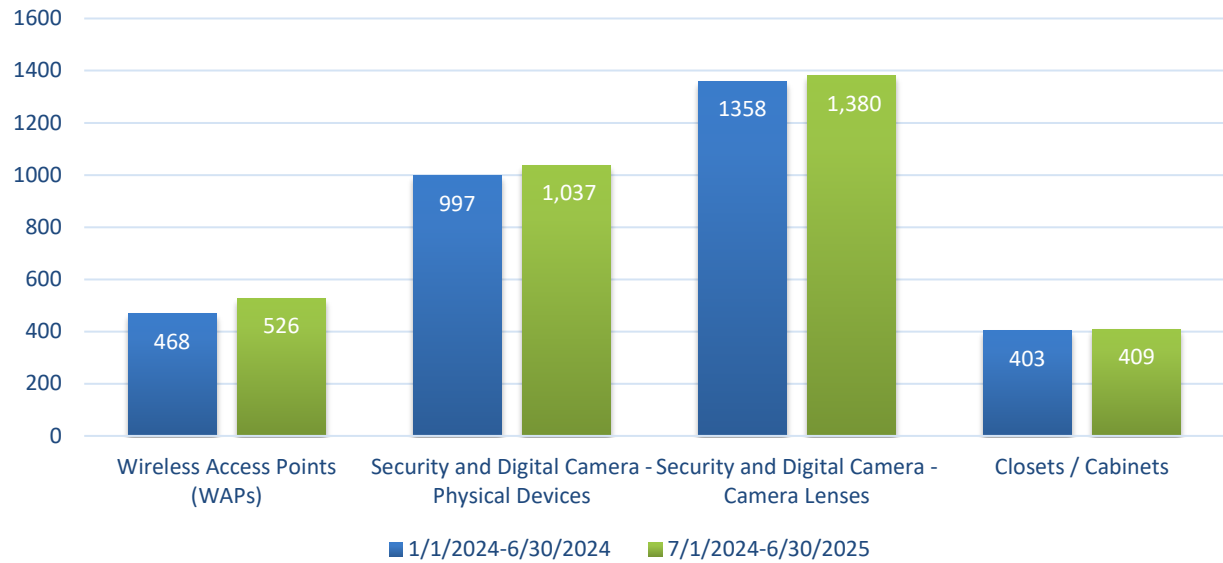
- network lifecycle management
- access control lifecycle management
- workstation lifecycle management
- fiber and wireless lifecycle management
- enterprise network architect
- data center management
- camera lifecycle management
- telephony

### Key Performance Indicators (KPIs)

Measurement Timeframe: January 1, 2024 – June 30, 2025

Dataset Name	Performance Measure (January 1, 2024 – June 30, 2024)	Performance Measure (July 1, 2024 – December 31, 2024)	Performance Measure (January 1, 2025 – June 30, 2025)
Wireless Access Points (WAPs)	468 WAPs	497 WAP's	526 WAPs
Total Databases	1225 databases		700 Unique Database
Servers (physical & virtual)	375 servers	361 servers	347 servers
IP-based Security and Traffic Engineering Cameras	997 physical cameras with 1,358 views		1037 physical cameras with 1,345 streams
Network Switches	644 switches	650 switches	659 switches
Buildings / Sites Supported with Technical Services	104 facilities** (Did not have the complete list for this dataset)	300 facilities	306 facilities
Closets / Cabinets	403 network closets/cabinets		409 network closets/cabinets
Rooms with Audiovisual/ Videoconferencing Functionality	51/23	62/34	66/38
City of Madison Website Performance	Average Response Time: 1.10s (City Homepage)	Average Response Time: 0.986s (City Homepage)	Average Response Time: 0.967s (City Homepage)
City of Madison Website Uptime	99.88%; 14 outages	99.97%, 21 outages	99.96%; 40 outages
Fiber Optic Cable Network	162 miles	162 miles	162 miles
Fiber Optic Cable Replaced		3.7 miles	800 ft
Fiber-related permits reviewed	14 permits	36 permits	73 permits
IP Telephones	2,764 IP Phones		3,064 IP Phones
Workstations supported		2,876 workstations	2,950 workstations
Workstations replaced		182 workstations	345 workstations

## Network Equipment Installed in the City's Digital Infrastructure



## Security & Compliance

This service protects the information contained, processed or transmitted by information technology systems. This service is responsible for developing and measuring compliance of security policies and procedures, minimizing risk through implementation of effective technical, administrative and physical security controls.

### Strategic Priorities Supported: Enterprise Business Solutions, Infrastructure & Operations, Security

#### Service Activities

- records management
- open records requests
- audits and assessments
- cybersecurity education
- Disaster Preparedness Plan
- Incident Management
- Change Control
- patching and security updates
- backups

### Key Performance Indicators (KPIs)

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Blocked Email Messages Containing Malware	1,681 inbound malware messages blocked	N/A with MS Defender and range	2,153 inbound malware messages blocked
Blocked Email Phishing Attempts	21,921 inbound phishing emails blocked	N/A with MS Defender and range	110,036 inbound phishing emails blocked
Albert Sensor Network Traffic Alerts	148 alerts	161 alerts	96 alerts
Endpoint Detection Alerts	200 alerts	298 alerts	53 alerts
New Technology Requests		28 requests	34 requests
Security Groups	2,919 security groups		2,962 security groups
Release & Deployment Tickets	192 tickets	107 tickets	100 tickets
Incidents	6,589 tickets	5,617 tickets	6,209 tickets
Major Incidents	11 tickets	6 tickets	8 tickets
Email Records Requests, Audits, Investigations, Litigation	114 requests	87 requests	93 requests

# Security, Risk & Compliance

