

City of Conway  
Information Technology  
Strategic Plan 2013 – 2015



## Mission

Provide top level technical support and cost-saving technology solutions for the needs of the City of Conway while providing city-wide guidance and leadership. Additionally, in the pursuit of government transparency technology will enable the City to communicate with all stakeholders.

## Key Information Technology Responsibilities

- Support the City of Conway's growth through technology
- Customer service – Day-to-day maintenance and training
- Maintenance of City Information Technology 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 a well-informed and dedicated staff, Information Technology will provide best effort support of all technologies approved through the Conway Information Technology 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, and task-based decisions

## 1. Executive Summary

The City of Conway, in order to fully serve its citizens effectively and professionally, maintains and installs automated technology solutions through its Information Technology 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.

The City of Conway technology program is funded primarily through the Information Technology Budget. Additionally, long-term sustainable infrastructure-related projects are funded through Capital Improvement Projects. In some cases, multiple department budgets are utilized to fully fund a program.

It is a distinct goal that the City of Conway Information Technology Program maintains a solid infrastructure. Maintaining a technically solid and current communication network and technology platforms 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 Conway 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 Information Technology Department is aligned with the direction the City takes through its dynamic political process. Common to each focus area are the aspects of moving towards a green environment, providing measurable results and embracing City growth.

### **Citizen Services Enhancement**

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

#### **Focus Area 1. Enable Open Government**

Through the use of current and emerging tools, Information Technology can provide multiple vehicles for citizen outreach and feedback. The emergence of social networking tools and the concept of Web 2.0 give elected and City officials new and unique ways to reach their audience. Information Technology 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. Information Technology will strive for an increase in these services providing customers with easier access to everyday needs.

### **Operational Improvement**

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

#### **Focus Area 1. 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. Information Technology will evaluate areas where technical knowledge can be increased and work with the Human Resource Department to provide education in those areas using a variety of delivery methods, including training sessions and email information bulletins.

#### **Focus Area 2. 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.

## **City Support Strategy**

### **Focus Area 1. Provide Cost Effective Solutions**

Information Technology will aim to deploy technologies capable of lowering operating costs. Additionally, green technologies with sustainable qualities will be used where applicable.

### **General Focus Considerations**

All focus areas will consider the need for measurable results, a migration to a green 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. Assessment**

An Information Technology assessment provides recommendations for achieving a defined set of objectives. For the purpose of developing an Information Technology 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 Conway cablecasts its meetings on Conway Corporation's government access channel, as well as maintaining a website with City government information. The City is in the process of redesigning their website and 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 only accepts payments for services and sports registration by check or cash. Information Technology is pursuing the use of payments via the Internet using a variety of options including automatic transfer (ACH) and credit card payment.

Presently, applications for services and sports events are available for download; electronic submission is not yet available. The City's telephone systems are being replaced with a centralized system located at the Police Department. This will allow for seamless transferring of customer calls throughout city departments.

**Vision:** Customers are able to complete nearly every in person service via the Internet. Payments will be accepted using a variety of options including automatic transfer (ACH) and credit card payment.

Focus Area 3. Communications Infrastructure Current State: The infrastructure is near capacity and nearing its end of life. Critical radio equipment at the primary RF site, and the RF site itself, including the RF tower and antennas need to be replaced and relocated. The Round Mountain RF site and the microwave connection to the RF site at Guy also need to be upgraded. All of the Fire Department handheld and mobile radios were replaced. Radios that were serviceable were re-purposed to other city departments, replacing old, unserviceable radios. Now 90% of all city department radios are P25 compliant and can be upgraded to work with the new system. The radios will also be compatible with the State's AWIN system.

Focus Area 4. Technology Infrastructure Current State: The overall infrastructure in the City of Conway is good. Significant network improvements have been made in several buildings allowing for capacity growth while ensuring future compatibility with new systems. The city is developing a Continuity of Operation Plan (COOP). Each department will be required to complete their individual COOP using the states LDRPS software which is integrated into the city's COOP.

Vision: A scalable and modular infrastructure that is disaster tolerant and capable of storing data offsite, in addition, an alternate hot site in a central and common repository.

Focus Area 5. Cost Effective Solutions Current State: Information Technology has improved the economic impact on the City by lowering internal costs. By engineering creative technological solutions, Information Technology has lessened the need for additional Information Technology staff. Information Technology 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 that specialize in proprietary services.

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

#### **4. Information Technology Management Strategies**

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 technology projects as an on-going continued improvement process. Additionally, formal procedures and standards will continue to be adopted to provide quality assurance. The Information Technology department will continue to align its operations with best practices in the private and public sector.

##### **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 Information Technology 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 technology solutions for the needs of the City of Conway while providing city wide guidance and leadership. Additionally, in the pursuit of government transparency technology will enable the City to communicate with all stakeholders.

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

### *Key Information Technology Responsibilities*

- *Support the City of Conway's growth through technology*
- *Customer service – Day to day upkeep and training*
- *Maintenance of City Information Technology 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, Information Technology will provide best effort support of all technologies approved through the Conway Information Technology 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. Governance**

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