



INFORMATION TECHNOLOGY

2023-2025 STRATEGIC PLAN



OVERVIEW

WHERE ARE WE NOW?

The Information Technology (IT) Department exists to provide technology services, security, management, and maintenance of systems, software and assets that allow our staff, partner organizations and others to deliver exceptional services and value to the residents and businesses of Burnsville. The IT Department includes three teams: Technical Services, Application Services with GIS, and Infrastructure and Engineering Services.

WHERE ARE WE GOING?

To create great experiences in our organization and community, we need to focus on technology, modernize services and improve utilization of technology by staff.

HOW WILL WE GET THERE?

To accomplish our three most important things, we will focus on continuing a proactive approach to investing in and operating and maintaining technology, implementing new and optimizing existing services for operational maturity, and boosting employee innovation and resourcefulness in the organization.





A strategic plan provides clarity and alignment between our work and our strategic priorities across the organization. It helps us ensure we are doing the right things at the right time for our community.

WHERE ARE WE NOW?

The Information Technology (IT) Department exists to provide technology services, security, management, and maintenance of systems, software and assets that allow our staff, partner organizations and others to deliver exceptional services and value to the citizens and businesses of Burnsville. The IT Department includes three teams: Technical Services, Application Services with GIS, and Infrastructure and Engineering Services.

HOW DO WE SERVE THE COMMUNITY?

IT provides excellent centralized services to the organization and partner organizations so that we all can do the same for our community through:

- Providing service desk support and IT operations services for all staff and partner organizations
- Delivering application management, licensing, support, hosting and integration services
- Managing GIS strategic initiatives, planning and coordination
- Infrastructure planning, implementation, asset management and support
- Systems resilience, redundancy and disaster recovery
- Protecting through risk management and security of systems, facilities and other assets
- Leading procurement of systems, technology services and portfolio management
- Consulting on standards, policies and procedures for systems and services
- Managing leasing of telecommunications assets, including fiber, towers, monopoles and facilities

HOW DOES OUR SERVICE ALIGN WITH OUR STRATEGIC PRIORITIES?

Our strategic priorities are our commitments to the community. We align our service with our strategic priorities to best meet the community's needs.



SAFETY

We provide and maintain technology and services 24/7/365 to Police, Fire, Public Works and other public safety related operations and infrastructure including facilities security and cyber security.



COMMUNITY ENGAGEMENT

We provide online systems for collaborative activities such as GIS, online requests, mobile apps, public broadcasting, recreation management, permits, development tracking, financial reporting, amenities in parks and staff mobility.



ORGANIZATIONAL CULTURE

We focus on excellent experiences for employees through onboarding, end-user devices, training, self-help resources, improved service desk tools and resources to support work-from-home opportunities.



COMMUNITY VIBRANCY

We provide organizational support and essential operational services to maintain the services and assets of a vibrant community, and we deliver direct community services through expanded IT services in City facilities, parks and other amenities.



INFRASTRUCTURE

We operate, maintain, lease and support technology assets for City operations including end-user devices, networking equipment, telephone, Internet, fiber optics, wireless & wired services, cyber security, facility security and telecommunications sites, and we program, plan, implement and deliver asset replacement and improvements.



SUSTAINABILITY

We procure, implement, maintain and leverage sustainable technology tools and services while focusing on sustainable systems management practices.

WHAT'S GOING WELL AND WHAT ISN'T?

IT is very successful in delivering a significant number of reliable and dependable services, is involved in all City operations, and takes pride in improving existing processes and creating new ones where needed for efficiencies and to align with strategic priorities. We are supported by leadership and we have enjoyed many positive outcomes over the years but changing expectations and pressures have created stress on staff, resources and services.

WHAT'S GOING WELL?

1. We continue to successfully and reliably provide and maintain several critical core IT services to all City facilities, staff and partner organizations 24/7/365.
2. We provide and support staff mobility and work-from-home opportunities that are well maintained and essential.
3. Funding for IT projects and new services has been very supported, approved and appreciated.
4. We have invested in new IT service tools to automate several processes, procedures and management of systems and services.
5. We continue to be on the leading-edge utilizing fiber optic infrastructure to deliver services for the community.
6. We continue to successfully leverage several hosted services and solutions as new systems or replacements are needed.
7. We have expanded the IT training catalog and aligned it with Burnsville University (BU) to deliver more opportunities for business specific training and more standardized training.
8. GIS data-centric and supported projects have been successfully implemented to share our stories with the community.
9. Employees have meaningful, satisfying and enjoyable work, and they work well as a team and care about the outcomes.

WHAT'S NOT GOING WELL?

1. Demand for new, additional technology and services continues to increase faster than resources needed to support current operational tasks.
2. Transition of non-traditional IT services to IT is impacting our ability to deliver and maintain new services (AV, Facility Security, Fire Alarming, IoT devices, SCADA, Parks IoT automation, etc.).
3. IT leadership staff are performing too many lower-skilled tasks.
4. We lack critical training due to limited staff resources, time and priority constraints.
5. We lack well-defined IT governance and controls from management; more involvement is needed.
6. Cyber security mandates, risks and systems usage and complexity continues to rise, which is stressing systems and the employees responsible.
7. We need to be intentional with increased resources to invest in doing things really well.
8. Inflationary pressures are creating financial challenges that reduce our ability to provide these services economically.
9. Supply chain issues and limited availability continue to make timely asset replacements more challenging, such as network infrastructure and specialty equipment.
10. Additional GIS resources are needed to accommodate the continued growth of GIS-centric systems, data analytics needs and organizational priorities for GIS.
11. Project management resources are needed to deliver a highly-communicated and well-delivered technology replacement program.
12. Increased funding is needed for additional fiber INET expansion and to continue proactively participating in joint projects with partner organizations.
13. Staff are regularly working extra hours on nights and weekends to keep up.

WHERE ARE WE GOING?

To create great experiences in our organization and community, we need to continue to focus on technology, modernize services and improve utilization of technology by staff.

WHAT CAN WE LEARN FROM MARKET AND ASPIRATIONAL ORGANIZATIONS?

IT staff regularly participate in public and private associations and peer work groups, follow trade publications and industry trends, attend seminars, webinars and conferences to learn and discuss strategic items from peers and others. We partner with other organizations to share knowledge and new experiences and commonalities. There are always ways that we can do things better, and we want to be intentional and learn from our peers.

We are interested in:

- Hosting and attending user group training and meetings with other local government organizations for products and services we utilize in common like: Laserfiche, M365, GIS, AV, Security
- Shadowing with peers to review IT operations to deliver improved services through Service Desk automation and self-help tools
- Attend out-of-office social-learning engagement opportunities and events to promote new peer contacts and ongoing communication

WHAT ARE THE THREE MOST IMPORTANT THINGS WE WANT TO ACCOMPLISH?

1 Invest In, Operate and Maintain Technology

Continued investment in technology is a priority. We operate and maintain the City's technology infrastructure and deliver services so the organization and community can flourish. Part of operating and maintaining infrastructure is proactive replacement and enhancing/improving our assets. The IT Department takes great pride in operating and maintaining a vast majority of the City's technology infrastructure.

2 Optimize Services and Operational Maturity

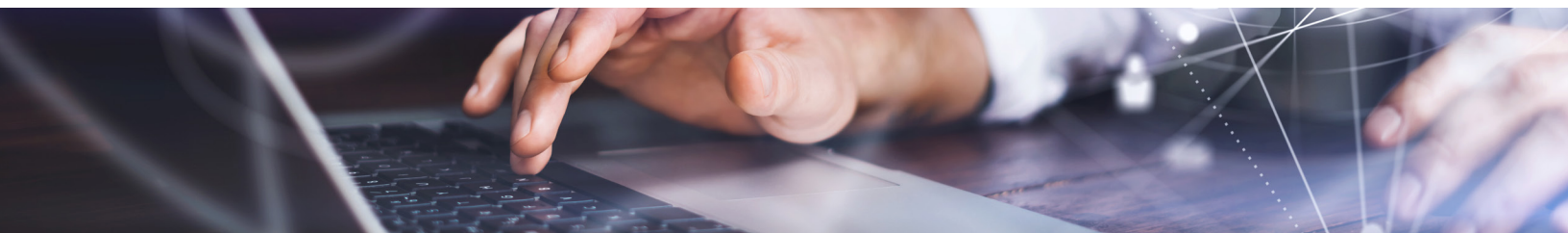
Modern IT Service Management (ITSM) focuses on implementing standardized processes, procedures, service level agreements and leveraging technology to automate repetitive tasks, minimize human error, create self-service opportunities and provide metrics to measure. Our traditional methods of delivering IT services need to transition to an ITSM methodology of mature IT service delivery.

3 Boost Employee Innovation and Resourcefulness

Resourceful innovation is creating new solutions with the things we already have. We have a large number of systems and technology products and tools available for staff use. We need increased awareness of all the products and services, the necessary access and staff knowledge and resources to best utilize products and make informed decisions. Many times, due to turnover, limited training, lack of information or disengagement, we may not provide our employees the necessary knowledge to best leverage existing products allowing for innovation and resourcefulness.

TO ACCOMPLISH OUR THREE MOST IMPORTANT THINGS, THERE ARE MANY THINGS WE PLAN TO DO

- Develop proactive IT systems replacement program in the CIP to match lifecycle and minimize security risks
- Continue to invest in new systems management and hosting services to consolidate activities and services
- Continue to adjust purchasing strategy for increased needs and infrastructure purchase lead times
- Develop and utilize asset management system to complete IT asset inventory and replacement assessment; utilize results to inform capital planning/funding needs and security risks
- Advocate for additional resources as demands and quantities increase on our infrastructure and assets, including project management and implementation
- Build an IT service catalog to identify and publish services provided and not provided
- Work with departments to create service level agreement parameters and incorporate into an ITSM service desk product
- Create IT governance to define new and existing services and standards
- Implement a comprehensive ITSM service desk product with tools for the organization
- Provide staff mobile app for service requests and transparency
- Implement systems to supplement and support ITSM maturity through integration and automation
- Clearly define and update roles and responsibilities for IT staff and align ITSM workflow with resources
- Identify changes to the IT organization analysis needs based on early ITSM results
- Implement IT organizational changes to align with ITSM and changing customer needs
- Provide critical training and procedural updates and documentation for IT staff
- Define metrics and surveys to capture IT service consumption and effectiveness
- Update BU course content focused on better utilization of existing technologies
- Roll out eLearning content for multiple systems and services
- Improve onboarding experiences to focus on technology awareness and tools
- Engage departments/vendors in product utilization analysis, recommendations, training and mitigation
- Introduce innovation and product champions and implement strategies to improve employee development and systems knowledge
- Utilize our findings to help inform strategic decision making for future systems and service needs



HOW DO THE THREE MOST IMPORTANT THINGS ALIGN WITH OUR STRATEGIC PRIORITIES?

	1	2	3
	INVEST IN, OPERATE AND MAINTAIN TECHNOLOGY	OPTIMIZE SERVICES AND OPERATIONAL MATURITY	BOOST EMPLOYEE INNOVATION AND RESOURCEFULNESS
 Safety	Well-maintained technology must be dependable and readily available for public safety, safe water utilities and a responsive local government.	ITSM-based services are aligned with outcomes needed by public safety departments by establishing service level requirements with IT.	Employees who focus on utilizing technology effectively will be able to leverage better information for improved outcomes for public safety.
 Community Engagement	Implementation and support of mobile technology provides opportunities for outreach, events and activities in the community.	Delivering responsive services and support to the organization to meet needs provides teams what they need to serve the community.	Leveraging technology better supports intentional outreach and ideas for on-going relationship building with the community.
 Organizational Culture	We provide great, reliable staff devices and technology resources necessary for best outcomes and experiences for the community.	Our responsiveness and services delivered to the organization are based on established requirements, expectations and outcomes staff need.	Staff that are able to create opportunities and solutions using technology they already have will be resilient with greater ability to navigate ups and downs.
 Community Vibrancy	Investment in reliable technology infrastructure and services allow a community to be vibrant.	IT service management tools improve the responsiveness to the organization, in turn to the Council and the community.	Innovative and resourceful employees help make the community vibrant by being focused on the impacts of their work.
 Infrastructure	Operation, maintenance, management and protection of the City's infrastructure is a key role of the IT Department.	We will use IT service management methodology to deliver departments even better services and tools to support their teams.	Teaching methods of utilizing technology better promotes improved and innovative uses of infrastructure and strategic outcomes.
 Sustainability	Sustainable operations, maintenance, hosted services and disposal of technology is the most effective way of providing these services to the community.	We are intentional in our methods and solutions to leverage better data and understanding of sustainability through automation.	Learning how to better utilize existing technology resources mitigates the need to add additional resources, products and other non-sustainable solutions.

HOW DO WE GET THERE?

To accomplish our three most important things, we will focus on continuing a proactive approach to investing in and operating and maintaining technology, implementing new and optimizing existing services for operational maturity, and boost employee innovation and resourcefulness in the organization.

YEAR 1 | 2023

1

**INVEST IN,
OPERATE AND
MAINTAIN
TECHNOLOGY**

- Proactive replacement of public safety mobile data computers in vehicles
- Fleet3 camera system rollout
- Plan staff device replacements for 2024
- Plan telephone system replacement for 2023-24
- 2023 Fiber NET projects
- Advocate additional resources

2

**OPTIMIZE
SERVICES AND
OPERATIONAL
MATURITY**

- Build IT service catalog
- Create IT governance
- Implement ITSM service desk
- Provide staff mobile app for service requests
- Clearly define IT roles and responsibilities
- Critical training, procedural updates and documentation
- Hire org. analysis position(s)

3

**BOOST EMPLOYEE
INNOVATION AND
RESOURCEFULNESS**

- Update BU courses focused on existing technologies
- Improve on-boarding to focus on technology
- Engage departments and vendors to perform product(s) utilization analysis, recommendations, training and mitigation

YEAR 2 | 2024

- Fleet3 camera system rollout for Police and Fire
- ERP hosting replacements
- Staff devices replacements
- Establish new hosted Microsoft Enterprise Agreement
- Replacement of all MFD's
- 2024 Fiber INET projects
- Hire org. analysis position(s)

- Expand sustainability practices
- Security as a Service (SECaaS)
- Implement changes to align with ITSM and changing customer needs
- Continue critical training/updates
- Define metrics and surveys to capture IT service effectiveness

- Roll out eLearning
- Engage departments and vendors to perform product(s) utilization analysis, recommendations, training and mitigation
- Strategies to improve development/knowledge

YEAR 3 | 2025

- Complete ERP implementation
- Network electronics infrastructure replacements
- Rollout new fourth generation of body cameras
- Partner with Community TV for new public broadcast systems
- Replace security cameras
- 2025 Fiber INET projects

- Continue critical training and procedural updates and documentation for IT staff
- Continue to refine metrics and surveys to capture IT service effectiveness

- Improve staff development/knowledge
- Inform strategic plans
- Engage departments/vendors on product(s) utilization analysis, recommendations, training and mitigation
- Hire new positions

WHO WILL DO WHAT BY WHEN?

In 2023, we will accomplish the following activities to work towards our goals.

ACTION	LEAD	DEADLINE
Onboard additional staff	Technical Services Manager	May 2023
Engage departments and vendors to perform product(s) utilization analysis, recommendations, training and mitigation	Applications Services Manager	May 2023 - ongoing
Improve onboarding experiences to focus on technology awareness and tools	Technical Services Manager	June 2023 - ongoing
Complete IT service management platform rollout	Technical Services Manager	June 2023
Provide staff mobile app for service requests	IT Architect/Engineer	June 2023
Update IT roles and responsibilities	IT Leadership Team	June 2023
New mobile data computers for public safety	Technical Services Manager	July 2023
Build IT service catalog	Various	July 2023
Start Fleet3 cameras systems rollout	IT Solutions Specialist	July 2023
Implement IT assets management	IT Architect/Engineer	August 2023
Create IT governance	IT Leadership Team	August 2023
Plan for staff devices replacement for 2024	IT Solutions Specialist	September 2023
Provide critical training and procedures for IT staff	IT Leadership Team	Ongoing
Update BU course content for better utilization of existing tech	Applications Services Manager	Ongoing

HOW ARE WE USING OUR RESOURCES?

IT Department Leadership has these responsibilities which will lead the department through the implementation of the strategic plan.

► TECHNICAL SERVICES TEAM

CURRENT POSITION:

IT Director

RESPONSIBILITIES:

- Provides department direction
- Serves on City's leadership team
- Communicates department activities
- Advocate for staffing resources
- Coordinate jointly assigned activities
- Responsible for IT budget

CURRENT POSITION:

Technical Services Manager (TSM)

RESPONSIBILITIES:

- Manages IT service desk operations and staff
- Manages telecommunications assets and facility leasing
- Completes ITSM projects
- Complete IT CIP projects assigned
- Responsible for telecommunications budget

► INFRASTRUCTURE AND ENGINEERING SERVICES TEAM

CURRENT POSITION:

- IT Architect/Engineer

RESPONSIBILITIES:

- Oversees ITSM technical strategy and rollout
- Complete IT CIP projects assigned
- Complete IT asset management initiative

► APPLICATION SERVICES TEAM

CURRENT POSITION:

- Application Services Manager (ASM)

RESPONSIBILITIES:

- Directs Application Services and GIS operations and activities
- Coordinates training activities through BU with TSM
- Oversees applications utilization analysis and improvement projects
- Responsible for GIS budget

HOW DO FUTURE POSITIONS ALLOW US TO BETTER MEET THE NEEDS OF OUR COMMUNITY?

As pressures increase on all City services to the community, requests for IT services, products and new items continue to grow. The life cycle of technology products and services are shortening while the complexity and number of projects continue to grow. Maintenance service expectations are higher, security risks continue to grow and governmental regulations are increasing. Our asset quantities are large in volume and complexity. We continue to utilize more contractors and third-party services, but each has to be managed and monitored regularly. Staff resources are needed to meet this ever-increasing demand and to implement a modern, mature approach to IT Services.

► INFRASTRUCTURE AND ENGINEERING SERVICES TEAM

POSITIONS IDENTIFIED IN ORG ANALYSIS:

Infrastructure Engineer, 2026 future study

SERVICE NEED:

Project management, security mitigation and systems engineering needs are growing extremely fast due to number, complexity, integration and automation needs for City systems hosted and on premises.

► APPLICATION SERVICES TEAM

POSITIONS IDENTIFIED IN ORG ANALYSIS:

Collaboration Specialist, 2027 future study

SERVICE NEED:

Focus on leveraging technology better, more coordinated training through BU and creating opportunities for staff to innovate takes strategies, dedicated time and activities not within current staff capacity.



Burnsville

www.BurnsvilleMN.gov