Strategic Technology Plan 2024-2028 – First Draft

VISION: MILWAUKEE WILL BE A REGIONAL LEADER IN ENHANCING THE EXPERIENCE OF EVERY PERSON WHO LIVES, WORKS, VISITS, OR DOES BUSINESS IN THE CITY THROUGH THE EFFECTIVE USE OF TECHNOLOGY.

MISSION: TO EMPOWER CITY OF MILWAUKEE GOVERNMENT AND ALL RESIDENTS, BUSINESSES, AND VISITORS BY DELIVERING SECURE, COST-EFFECTIVE, RELIABLE, EQUITABLE, AND TIMELY ACCESS TO DATA, TECHNOLOGY, TRAINING, AND SUPPORT.

Goal #1: Secure information technology systems and data from targeted and accidental threats

Focus	Project
Data Protection	Explore the adoption and deployment of an additional data loss prevention (DLP) tool or tools
Data Protection	Complete application for and maintain cyber liability insurance
Data Protection	Deploy an enterprise social media records management tool
System Optimization	Review current major systems platform configuration for implementation and optimization of latest security best practices
System Optimization	Consolidate redundant systems onto common platform
System Optimization	Decommission legacy platforms that are unsupported
Endpoint Management and Monitoring	Integrate State of Wisconsin Cybersecurity Plan to City of Milwaukee cybersecurity planning
Endpoint Management and Monitoring	Utilize the State and Local Cybersecurity Grant Program (SLCGP) for funding to improve cybersecurity resilience
Endpoint Management and Monitoring	Deploy multiple tools for improved endpoint detection, vulnerability

Goal #2: Improve resident and employee access to information and services through technology

Focus	Project
Employee Technology Training	Develop Online Training Catalog - enable staff to find available opportunities for IT training
Employee Technology Training	Implement new LMS (Learning Management System) in Workday Deployment
Fully Leverage Enterprise Tools	Encourage and extend use of existing enterprise IT tools used by ITMD to other department IT groups
Fully Leverage Enterprise Tools	Integrate SSO (Single Sign-On) for existing applications wherever possible for operational ease of use and reduction in passwords to maintain
Fully Leverage Enterprise Tools	Develop Online Software Catalog to enable staff to identify existing tools available to them (tied in with Online Training Catalog)
Fully Leverage Enterprise Tools	Promote use of maps, apps, dashboards and reports through ESRI ArcGIS enterprise agreement (to be available starting in late 2024)
Fully Leverage Enterprise Tools	Extend enterprise network security monitoring to include other City groups that manage their own networks
Constituent Communications	Model service request, license, and permit application communications on best-of-class private sector delivery notifications and communications
Constituent Communications	Align multiple segmented text/email notification platforms into a streamlined set of enterprise solutions
Constituent Communications Constituent Communications	Implement statewide Next Generation 9-1-1 (NG911) to facilitate both voice and data (in the form of pictures, videos, text messages, and incident information) from requests for emergency assistance, with the ability to transfer 9-1-1 calls between geographically dispersed Public Safety Answering Points (PSAPs)
Constituent Communications	Investigate use of AI Chatbot by call centers for language translation and improved response during peak call times
Data Dashboards	Promote use of maps, apps, dashboards and reports through ESRI ArcGIS enterprise agreement (to be available starting in late 2024)
Data Dashboards	Improve use of dashboards for public safety via Microsoft Power-BI, OnCall Analytics, and coordination with MPD OMAP
Data Dashboards	Improve City website by leveraging end-user training, removing old/stale content, and using new tools from recent system updates
Community Outreach	Complete website translation project using ARPA funding
Community Outreach	Partner with other City agencies in Adopt-A-Neighborhood program to promote UCC and available resources
Community Outreach	Deploy an enterprise social media management tool, improve social media records management, and media monitoring
Community Outreach	Expand the use of Social Pinpoint as an enterprise tool for community engagement with major projects

Goal #3: Expand community communication and regional partnerships to innovate and improve services	
Focus	**Project**
Inter-government Partnerships	Partner with peer government organizations that manage their own networks to extend common network security monitoring tools
Inter-government Partnerships	Explore shared contracts for major IT contracts for better pricing and reduced administrative overhead
Inter-government Partnerships	Partner with other county governments for common GIS and mapping resources
Inter-government Partnerships	Explore potential partnerships for shared cloud computing resources with other area governments
Public-Private Partnerships	Expand sharing of City fiber optic communications infrastructure with local non-profits, hospitals, colleges, etc.
Public-Private Partnerships	Continue efforts with the Milwaukee Broadband Partnership to improve affordability, accessibility, availability, and adoption of residential broadband
Public-Private Partnerships	Promote electronics recycling into the community by recycling City electronics with local refurbishing partners
Public-Private Partnerships	Collaborate with DOA Innovation Director to identify strategic partnership opportunities

Goal #4: Provide modern, resilient, effective technology services and solutions aligned with current and future city needs	
Focus	**Project**
System Replacements	Replace homegrown real estate management application for Department of City Development
System Replacements	Replace homegrown grant and project tracking application for Neighborhood Improvement Development Corporation
System Replacements	Replace Enterprise Resource Planning software with Workday SaaS platform
System Replacements	Migrate Treasurer cashiering platform from hosted on-site to cloud-based
System Replacements	Update City Attorney case management solution
System Replacements	Upgrade core network hardware
Field Automation	Extend time-entry solution for Workday and Telestaff to field staff
Field Automation	Scale up remote communications options for visibility to traffic control cabinets
Field Automation	Migrate DPW field staff from radio system to smartphones
Field Automation	Extend city fiber optic network deeper into remote controls cabinets for traffic, sewers, street lights, and other systems
System Consolidation	Review use of fax and modem lines for migration to modern solutions
System Consolidation	Extend use of electronic signature software to reduce paperwork
System Consolidation	Review use of desk phones, smart phones, web collaboration and other communications tools to optimize and streamline communications
System Consolidation	Consolidate separate phone, voicemail, and recording platforms for public safety and general city communications
System Consolidation	Reduce the number of datacenters, virtual server environments, backup environments, and other core IT infrastructure to simplify management and maintenance

Goal #5: Refine service delivery through technology for process improvement

Focus	Project
Cost Savings	Consolidate telephony billing for legacy public safety and general city communications for cost and administrative overhead reduction
Cost Savings	Change phone and translation billing from individual departments to centralized processing to reduce administrative overhead
Operations	Align multiple segmented text/email notification platforms into a streamlined set of enterprise solutions
Operations	Review use of personal printers and move to multi-function/secure ID to reduce printer costs and improve security
Operations	Reduce paperwork and manual processes through deployment of Workday and DocuSign
Field Technology	Support DPW Field Modernization project
Field Technology	Facilitate DPW asset management solution review with goal of a single platform for all divisions that integrates directly with Workday
Enterprise Tools	Explore replacements and integrations of existing software as follow-on to initial Workday deployment
Enterprise Tools	Integrate internal service request workflow tools into Accela CMS solution
Enterprise Tools	Migrate LIRA and other internal workflows into Accela Civic Platform solution