

CITY OF MADISON

Information Technology Service Framework

January 1, 2024 – July 15, 2024



Introduction

The Information Technology Service Framework brings our strategic priorities, services, service activities, and performance metrics into alignment. This report provides an overview of how strategic planning synchronizes with technology services and resources to create real impacts in 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 with City of Madison Information Technology. These services are informed by our strategic priorities and the needs of our customers and the broader organization. Within each service is a non-inclusive list of service activities, which continue to evolve as the technology needs of the City of Madison also 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 monthly and used to inform our service delivery 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">1. Build Partnerships2. Service Management3. Portfolio Management4. Communication
Digital Inclusion	<ol style="list-style-type: none">1. Connectivity, Access, & Adoption2. Digital Engagement3. User Experience4. Accessibility
Digital Workplace	<ol style="list-style-type: none">1. Flexible Workplace2. Employee Workstations3. End-user Training
Employee Engagement	<ol style="list-style-type: none">1. Hiring2. Retention & Promotion3. Staff Training4. Culture Building5. Employee Diversity
Enterprise Business Solutions	<ol style="list-style-type: none">1. Optimize Processes2. Cloud Strategy3. System Modernization4. Shared Services
Infrastructure & Operations	<ol style="list-style-type: none">1. Fiber Network2. Incident Management3. Disaster Preparedness
Security	<ol style="list-style-type: none">1. Security Infrastructure2. Audits & Assessments3. Policies4. Education

Our Services

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 Priority: 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)

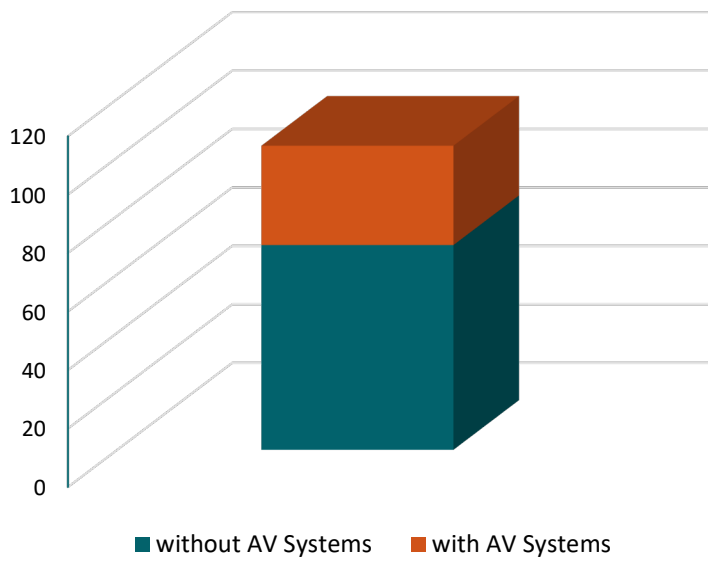
Measurement Timeframe: January 1, 2024 – July 15, 2024

Dataset Name	Performance Measure
Wireless Access Points (WAPs)	468 WAPs across City facilities
IP-based Security and Digital Cameras	997 physical cameras with 1,358 views
Physical and Virtual Servers	375 servers
Network Switches	644 switches
Facilities Supported by Technology Services	104 facilities
Facilities Supported with Audio Visual Services	34 facilities supported with AV systems
City of Madison Website Uptime	99.88% (City homepage); 14 outages
City of Madison Website Performance	Average Response Time: 1.10s (City homepage)
City-issued Workstations	261 PCs due for replacement
Fiber Optic Cable Network	162 miles of City fiber

Examples of Network Equipment Supporting City Facilities



City Facilities Supported by IT Services



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 Priority: Enterprise Business Solutions, Infrastructure & Operations, Security

Service Activities

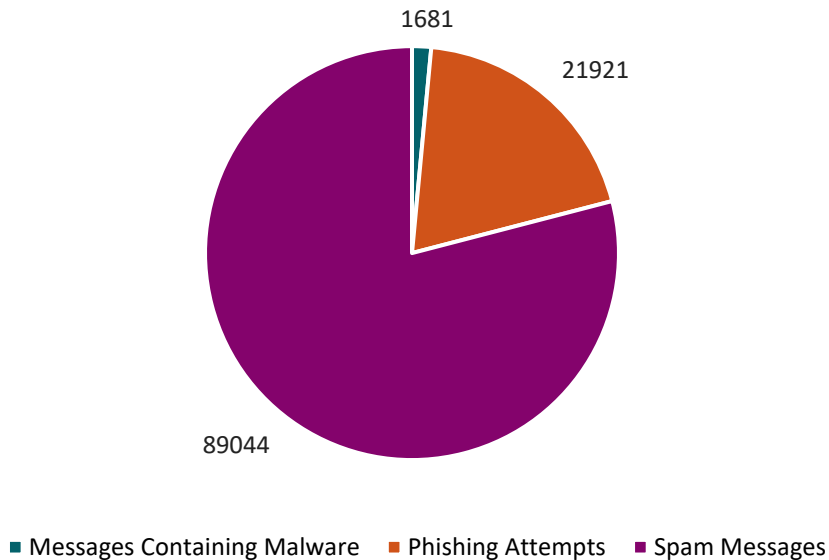
- records management
- open records requests
- audits and assessments
- cybersecurity education
- Disaster Preparedness Plan
- Incident Management
- Change Control
- patching and security updates
- backups

Key Performance Indicators (KPIs)

Measurement Timeframe: January 1, 2024 – July 15, 2024

Dataset Name	Performance Measure
Blocked Email Messages Containing Malware	1,681 inbound malware messages blocked
Blocked Email Phishing Attempts	21,921 inbound phishing emails blocked
Blocked Spam Email Messages	89,044 spam emails blocked

Emails Blocked by Email Security Measures



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 Priority: Customer Experience, Digital Inclusion, Digital Workplace, Enterprise Business Solutions

Service Activities

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

Key Performance Indicators (KPIs)

Measurement Timeframe: January 1, 2024 – July 15, 2024

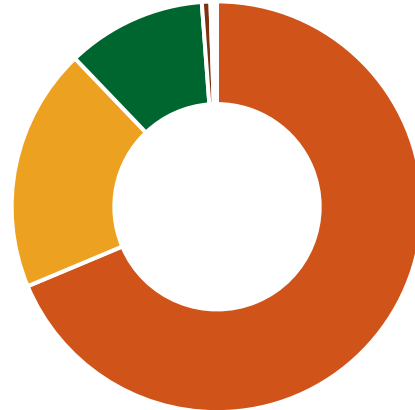
Dataset Name	Performance Measure
Total Tickets Tracked in ITSM	11742 tickets
Service Requests	4892 tickets
Incidents	6589 tickets
Major Incidents	11 tickets
Releases	192 tickets
Tickets Tracked as Sourced by Phone	2,251 tickets (not inclusive of non-ticket calls)
Total SharePoint Sites	176 sites
SharePoint Sites in SharePoint Online	41 sites (as of 7/15/24)
User Email Mailboxes	3,650 mailboxes (2,714 “active”)
Shared Email Mailboxes	714 mailboxes
Email Distribution Lists	865 distribution lists
Microsoft 365 Email Groups	245 groups
Email Security Groups	2,919 security groups
Virtual Office Sessions to Support Email Migration	47 sessions
Virtual Office Hours to Support Email Migration	69 total hours
Unique M365 Virtual Office Hour Participants	721 participants
M365 Help Article Views	4,000 combined views (as of 3/5/24)

Year-to-date Tickets by Classification



- Incident
- Service Request
- Release
- Major Incident

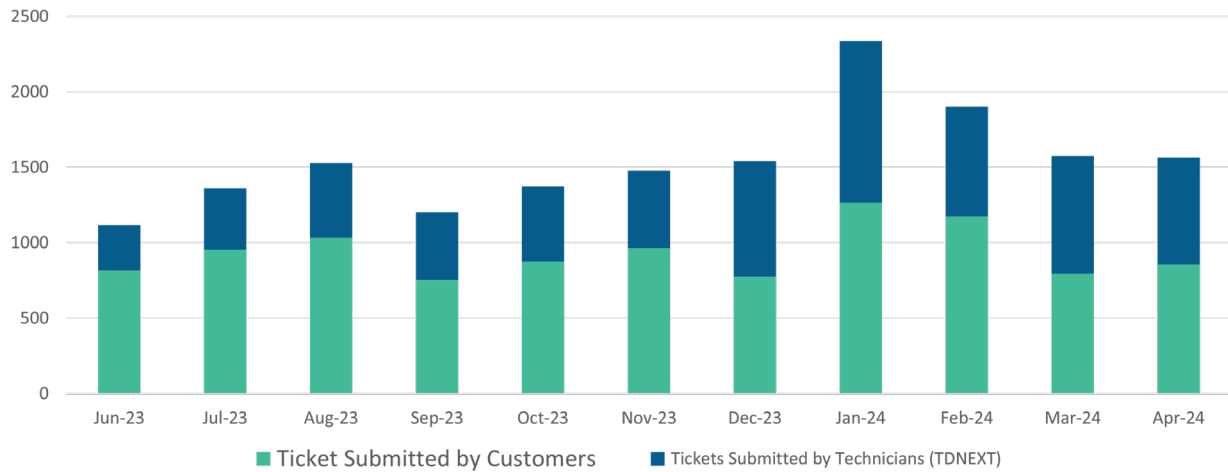
Year-to-date Tickets by Source



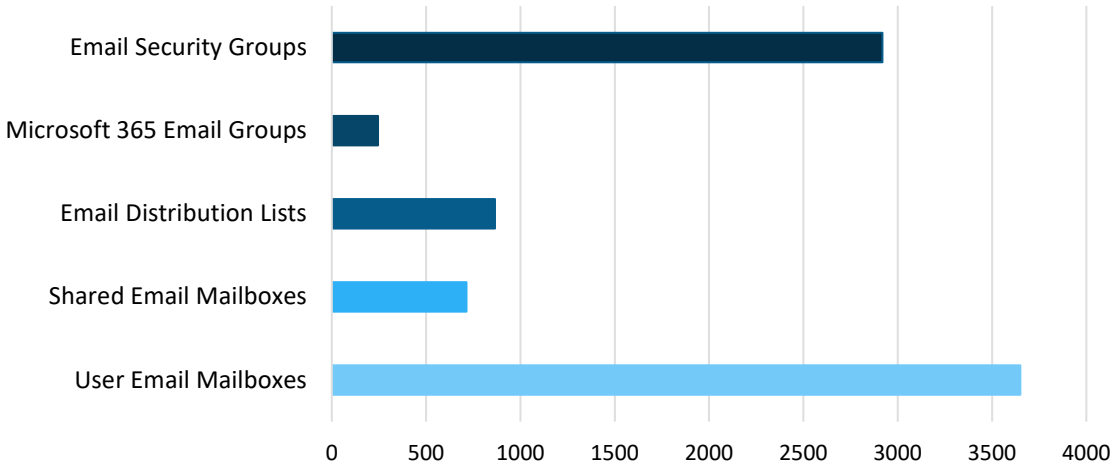
- IT Service Center
- Phone
- Email
- Meeting
- On-call Phone
- Walk-in

Tickets Submitted via the IT Service Center (Adoption Rate Indicator)

**Note: Measurements as of April 30, 2024.*



Email Infrastructure



M365 Email Migration Highlights

**Note: Measurements as of March 5, 2024, following the successful completion of the email migration to M365.*

Email Migration

- 100% of City mailboxes migrated
- Office 365 apps installed on 80% of City workstations
- 47 Virtual M365 Office Hours (69 total hours, 721 unique participants)
- Over 4,000 combined views on help articles

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 Priority: Customer Experience, Digital Inclusion, Digital Workplace, Enterprise Business Solutions

Service Activities

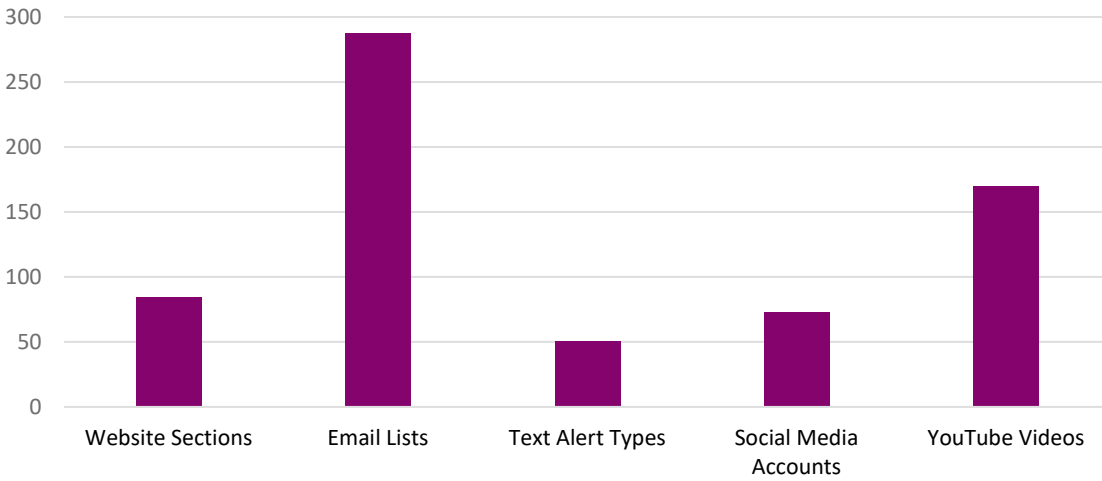
- digital access & literacy
- user interface and design
- resident engagement tools
- digital workplace
- ADA accessibility
- AV-supported rooms
- digital photo management
- language access
- website
- podcasts
- streaming video
- digital signage
- meeting and event coverage

Key Performance Indicators (KPIs)

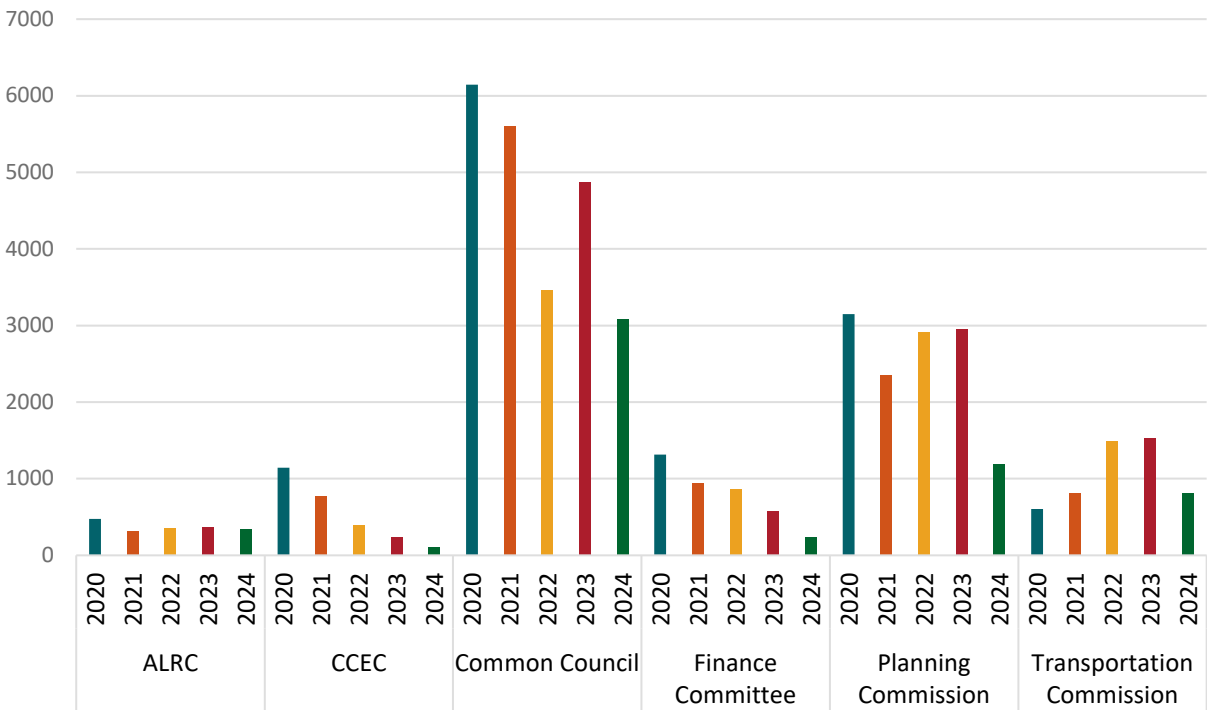
Measurement Timeframe: January 1, 2024 – July 15, 2024

Dataset Name	Performance Measure
Videos Published on YouTube	170 videos
YouTube Views	8127 combined views
Webpages	35,075 pages
Website Sections	84 sections
Report a Problem (RAP) Submissions	37,926 submissions
RAP General Feedback Submissions	636 submissions (routed by Web Team)
Website Views	8,387,065 views
Website Visits	3,434,347 views/sessions
Unique Website Visitors	2,235,277 users
Percent of Website Visits Ending within 3-clicks	91%
Email Lists	287 lists
Email Messages Sent via Email Lists	3,544,431 emails
Unique Email List Subscribers	95,301 subscribers
Text Message Alert Types	50 types
Unique Text Message List Subscribers	23,428 subscribers
Text Messages Sent via Text Alerts	722,623 text messages
City Social Media Accounts	73
Social Media Platforms with a City Presence	Facebook (38), X/Twitter (20), Instagram (15)
Accounts using Social Media Management Tool	24 accounts (via Agorapulse and Hootsuite)
Average Internet Speed at Access Locations	<i>Future collection</i>
City Services in Compliance with WCAG 2.2	<i>Future collection – required by April 2026</i>
Digital Literacy Training Offerings for City Staff	<i>Future collection</i>
Digital Literacy Training Offerings for Alders	<i>Future collection</i>
City Webpages Using SiteImprove	<i>Future collection</i>
City Web Sections Migrated to Drupal CMS	<i>Future collection</i>

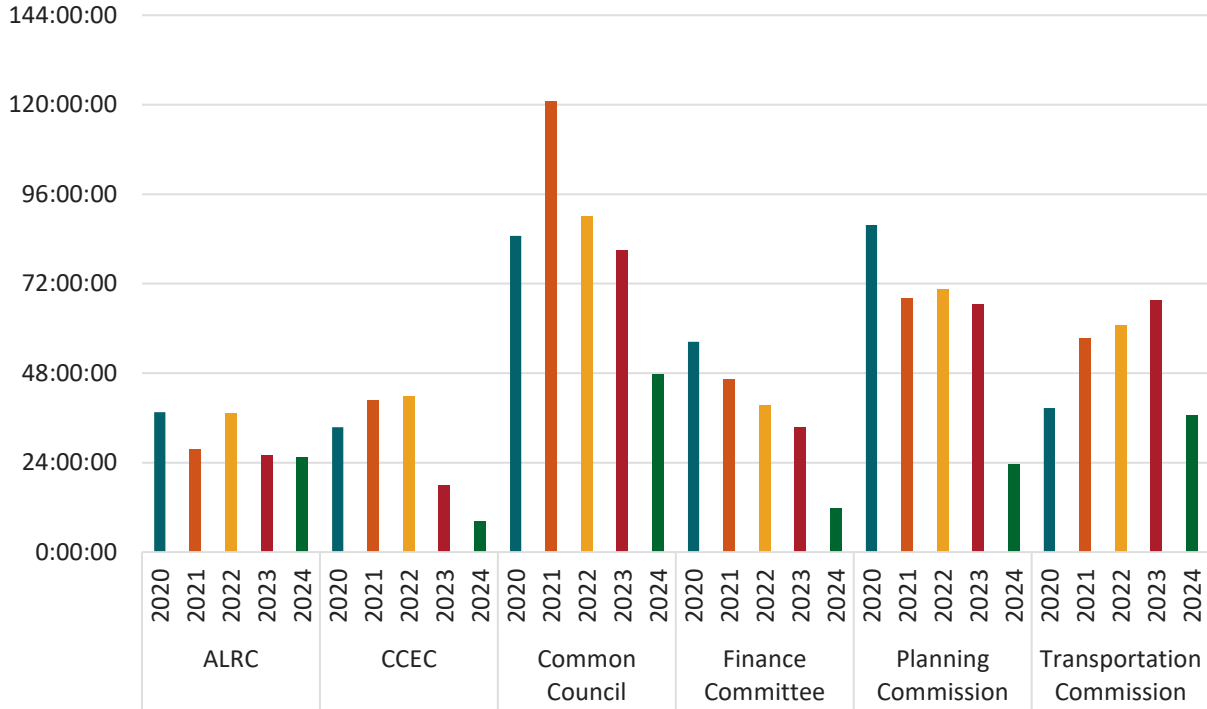
City Outreach Tools



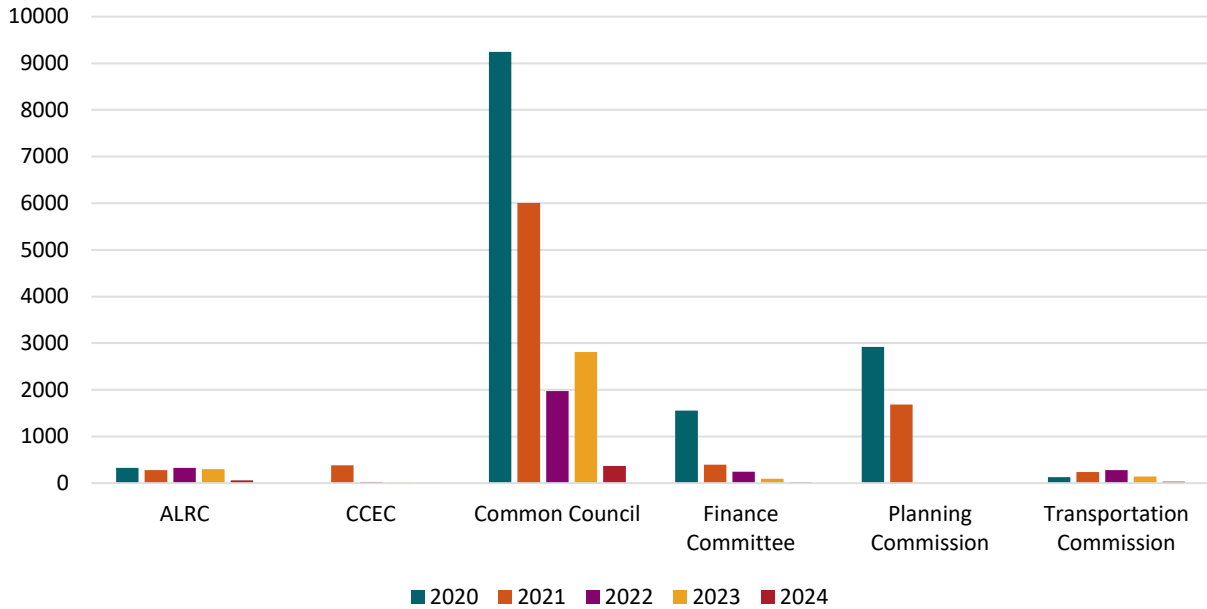
BCC Meeting Views March 2020 - July 2024



BCC Meetings Sum of Duration March 2020 - July 2024



BCC Meeting Registrants March 2020 - July 2024



Business Solutions

This service supports enterprise business applications, system implementation, development, enhancements, and database systems. 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 technology needs.

Strategic Priority: Customer Experience, Digital Inclusion, Enterprise Business Solutions

Service Activities

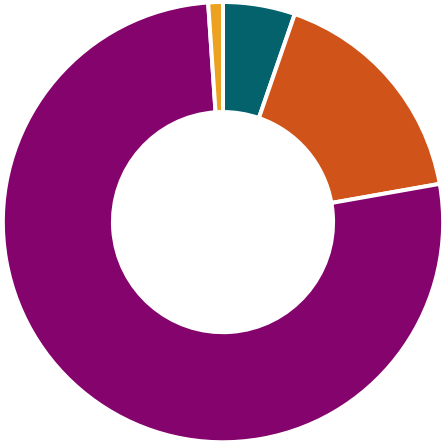
- licensing and permitting
- land management
- code enforcement
- GIS
- work order and asset management
- financial and billing systems
- website content management systems
- reporting tools
- deploying and installing software packages
- photo library
- application configuration and administration
-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

Key Performance Indicators (KPIs)

Measurement Timeframe: January 1, 2024 – July 15, 2024

Dataset Name	Performance Measure
IP Telephones	2,764 IP phones
ePayment Systems	14 systems
ePayment Transactions	7,890 transactions
Total Dollar Amount of ePayment Transactions	\$1,035,533.00
Accela Transactions	25,269 transactions
Total Dollar Amount of Accela Transactions	\$2,918,482.33
ERP Middleware Payment Portal Transactions	114,471 transactions
Total Dollar Amount of ERP Transactions	\$4,724,452.97
RecTrac Transactions	1,605 transactions
Total Dollar Amount of RecTrac Transactions	\$207,662.02
Total Databases	1,255 databases

Online Payment Transactions



- ePayment
- ERP Middleware
- Accela
- RecTrac

Total Dollar Amount of Online Payment Transactions



- ePayment
- ERP Middleware
- Accela
- RecTrac

Contracting, Procurement, & Administration

This service manages more than 100 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 Priority: Customer Experience, Digital Inclusion, Digital Workplace, Employee Engagement, Enterprise Business Solutions, Infrastructure & Operations, Security

Service Activities

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

Key Performance Indicators (KPIs)

Measurement Timeframe: January 1, 2024 – July 15, 2024

Dataset Name	Performance Measure
IT-supported Software Applications	224 applications
Legacy & IT-supported Software Applications	47 applications
Agency-supported Software Applications	111 applications (installed via AppLocker)
Legacy & Agency-supported Software	1 application
Email Open Record Requests	114 requests support by IT

Approved Software Applications through the New Technology Process (APM 3-20)

