

**Town of Enfield**  
**Information Technology Department**  
**Strategic Plan**  
**2007-2009**

## Overview

This Strategic Plan for 2007 through 2009 links Town Council and Information Technology Department vision, mission, strategy, goals, future initiatives, values, organizational structure, and legal mandates with specific technology projects.

Based on the belief that past progress impacts future possibilities, this plan also includes an overview of the IT Department budget and technical resources such as available servers and desktop computers, it details recent user training and help desk statistics, and it describes our Active Dispatch process, support guidelines and urgency criteria.

Technology projects are prioritized and placed in a multi-year implementation schedule which is actively managed by IT Administration. Formalized in 2003 as the Project Directory, this schedule has evolved as a central planning tool for information technology in the Town of Enfield. By associating each project with specific strategic goals, the department maintains an active connection between day-to-day activity and the strategic direction set for technology.

Technology projects and activities are developed based on requests from a variety of sources including department directors and Town Council members. The Project Directory is the “high level” management control tool for coordinating IT projects. It is organized by IT Department and Town Council Goals and for each project, the Directory documents relevant goals, mandated or estimated completion dates, priority, status, management team and project leads, costs, and actual start and completion dates.

## Vision Statement

Provide an e-government model that is individually focused and encompasses the automation of internal efficiencies, enterprise systems integration and service delivery to the community.

- Service Continuity - Keep the lights on. Continue to provide services necessary to maintain current service levels.
- Business Needs - E-Government. Move forward with new services for all participants, the community and Town of Enfield departments.
- Public Interest - Opening the walls to Town Hall. Address participant service needs with a focus on individual accessibility and community ([www.enfield-ct.gov](http://www.enfield-ct.gov)).

(Revised: August 27, 2007)  
(Adopted: December 8, 2004)

## **Mission Statement**

The mission of the IT department is to deliver high-quality, reliable, secure information technology services and to provide forward-looking comprehensive solutions that increase efficiency and bring government closer to people and business. (Adopted October 15, 2002)

## **Strategy**

Service Continuity - Keep the lights on. Continue to provide services necessary to maintain current service levels:

- Keeping the lights on
- Maintaining our infrastructure
- Moving forward with new technology to avoid stagnation
- Staying near the curve - sometimes ahead and sometimes behind
- Implementing the most current technology available - not for the sake of the latest trends but for the most effective solutions
- Supporting multi-focused applications
- Crossing multiple technical generations
- Integrating applications across departments
- Managing change and risk
- Bridging the digital divide - building technical independence - training; self help through FAQs, troubleshooting guides, technical documents, home purchase, etc.
- Providing services necessary to maintain current service levels
- Considering cost of ownership
- Grooming and retaining skilled technology professionals
- Securing funding to keep the lights on and move forward
- Optimizing information storage and retrieval
- Retaining redundant copies of digital assets and databases
- Administering licenses and contracts

Business Needs - E-Government. Move forward with new services for all participants, the community and Town of Enfield departments:

- Providing high availability of service
- Planning for change
- Responding to unplanned needs and priorities
- Establishing performance values and measures
- Managing assets
- Following uniform standards
- Contributing to organizational value
- Juggling multiple priorities
- Assisting business units in defining their requirements
- Evaluating enterprise level solutions
- Aligning IT priorities with organization priorities

- Defining IT planning methodologies
- Reorienting other departments from providing IT services
- Developing departmental Subject Matter Experts
- Building partnerships to define roles, manage change and make decisions
- Changing the IT model and organizational culture

Public Interest - Opening the walls to Town Hall. Address participant service needs with a focus on individual accessibility and community ([www.enfield-ct.gov](http://www.enfield-ct.gov)):

- Providing improved levels of customer "participant" service
- Developing alternative methods to deliver service
- Gaining efficiencies through interaction and integration across the organization
- Expanding network access to information and services
- One-stop shopping for participants
- Conducting Town business from any location and at any time
- Building an integrated Town of Enfield Web presence
- Holding public PC clinics and granting PCs to participants
- Offering equal access to technology to all participants
- Supporting services to increase all participants skill levels
- Creating learning centers
- Publishing consistent information
- Organizing a service-centric approach to accessing information
- Streamlining government services cutting across organizational boundaries
- Consolidating services and processes to reduce the overall size and cost of government
- Ensuring data integrity
- Redesigning programs and services to make it easier for citizens and corporations to obtain the services they need
- Increasing participant involvement in government
- Improving participant satisfaction through responsive service delivery
- Protecting participant privacy
- Promoting flexibility and adaptability in legal, regulatory and mandated requirements
- Expanding service opportunities

(Revised: September 11, 2007)

(Adopted: February 13, 2003)

## **Town Council Goals**

1. GIS Implementation
2. Thompsonville Revitalization
3. Information Technology Merger
4. Higgins
5. Library Campus
6. Improve Customer Service
7. Five (5) Year Economic Development Plan
8. Solid Waste Task Force Implementation
9. Review of Town Services
10. CIP Funding Strategy

(Adopted December 4, 2006)

## **IT Department Goals**

1. Provide forward-looking comprehensive hardware and software solutions.  
Council Goals 2007: (1), (2), (3), (5), (6), (7), (8), (9), (10)
2. Provide Network Infrastructure for high-quality, reliable and secure information technological services.  
Council Goals 2007: (2), (5), (6), (8), (9), (10)
3. Provide Internet/Intranet/Extranet solutions that moves government closer to people and business.  
Council Goals 2007: (1), (2), (3), (5), (6), (7), (8), (9), (10)
4. Support participants to increase efficiency and provide high-quality information services through training, workshops and public access to the Town infrastructure.  
Council Goals 2007: (1), (2), (3), (5), (6), (7), (8), (9), (10)
5. Promote enterprise integration with forward looking comprehensive and efficient database goals and standards.  
Council Goals 2007: (1), (2), (3), (5), (6), (8), (9), (10)

(Revision 2: August 27, 2007)

(Revision 1: December 20, 2006)

(Adopted: December 8, 2004)

[Appendix 1 Current Objective, History](#)

## Future Initiatives by IT Department Goals

Goal #1, Provide forward-looking comprehensive hardware and software solutions focusing on enterprise systems with the deployment of:

- Thin Clients
- VoIP
  - Fault Tolerance
  - Enterprise Fax Software
  - Voice Mail
  - Email integration
  - Messaging
- SharePoint
- GIS Phase II
- Cartegraph
- Permit Application
- Financial Software
- SAN (EPD)
  - Tape Library
- ICOP Server
- MOM
- SMS
- Card Key System

Goal #2, Provide high-quality, reliable and secure information technological services:

- Add Town buildings to the Infrastructure: Transfer Station, Dog Pounds, Swimming Pools, Parks and any newly constructed buildings.
- Network Security Intrusion Detection
- UPN
- Security Audit
- Secure Identification
- Redundant Internet Gateways
- Fiber Infrastructure
- Fault Tolerance
- Leverage MS Windows 2003 with Active Directory Domain LDAP - Application Integration
- Network Resource Management
- Automated Software Distribution
- Test Environment
- Power Management

Goal #3, Provide solutions that move government closer to people and business:

- Hot Spots
- Kiosks
- Web/Video Conferencing
- Land Record Index
- Electronic Payments
- Browser-based applications

- E-Permitting and Procurement
- Electronic Surveillance
- My Enfield
- Really Simple Syndication (RSS, Podcast)
- Streaming Video
- PC Clinics

Goal #4, Support participants to increase efficiency and provide high-quality information services through:

- Training
- Workshops
- Centers of Knowledge
- Self Service
- Service Request Process
- Break Fix Standards

Goal #5, Promote enterprise integration with forward looking comprehensive and efficient database goals and standards:

- SQL Server
- Web Services including operating system/database independent data transfers
- ArcGIS Server Integration
- Fire District Rescue Router
- Infrastructure Management
- New Initiative Integration

(Revised: September 5, 2007)

(Adopted: December 8, 2004)

## Town Council Values

1. Customer Service
2. Results Driven
3. Integrity and Honesty
4. Communication
5. Creativity and Initiative
6. Sense of Team and Community
7. Open Government
8. Fiscal Responsibility

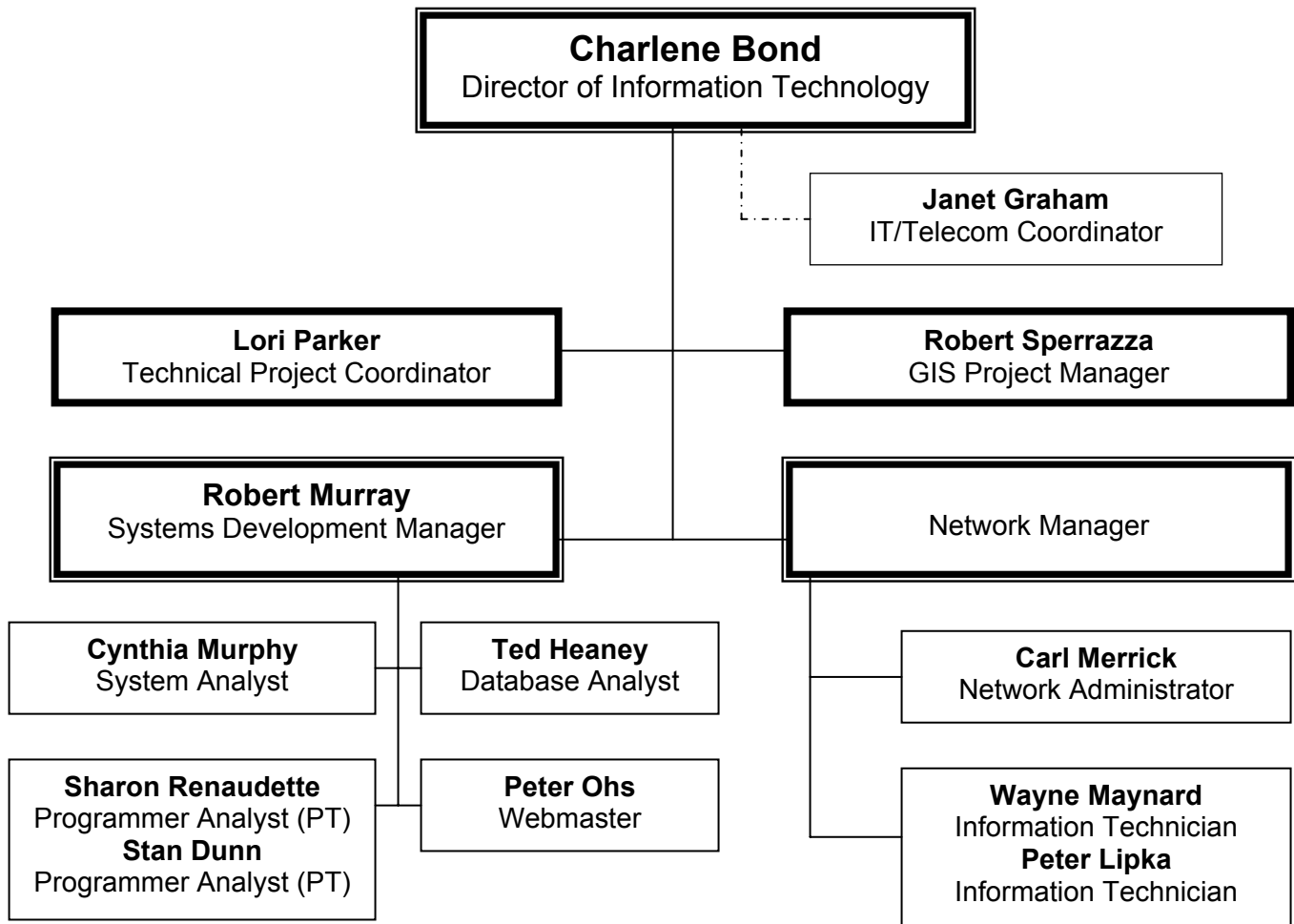
(Adopted December 4, 2006)

## IT Department Values

- |   |   |
|---|---|
| <input type="checkbox"/> Accept responsibility                      | <input type="checkbox"/> Accountability   |
| <input type="checkbox"/> Accuracy                                   | <input type="checkbox"/> Camaraderie  |
| <input type="checkbox"/> Communication – personal                   | <input type="checkbox"/> Communication to users                                       |
| <input type="checkbox"/> Communication within department            | <input type="checkbox"/> Directions – customized – (not too little, not too much)     |
| <input type="checkbox"/> Effectiveness                              | <input type="checkbox"/> Efficiency   |
| <input type="checkbox"/> Empowerment                                | <input type="checkbox"/> Fairness   |
| <input type="checkbox"/> Flexibility                                | <input type="checkbox"/> Follow through to completion                                 |
| <input type="checkbox"/> Fun  | <input type="checkbox"/> Honesty  |
| <input type="checkbox"/> Human contact                              | <input type="checkbox"/> Patience   |
| <input type="checkbox"/> Priorities                                 | <input type="checkbox"/> Quality Time   |
| <input type="checkbox"/> Recognition – (positive)                   | <input type="checkbox"/> Respect as team members for users' abilities or lack thereof |
| <input type="checkbox"/> Sensitivity to Internal Politics           | <input type="checkbox"/> Sensitivity to Situations                                    |
| <input type="checkbox"/> Sharing Knowledge                          | <input type="checkbox"/> Spirit   |
| <input type="checkbox"/> Trust – (that directions will be followed) | <input type="checkbox"/> Willingness to be a team player                              |
| <input type="checkbox"/> Willingness to be helpful                  | <input type="checkbox"/> Willingness to cooperate                                     |
| <input type="checkbox"/> Willingness to share limits and resources  | <input type="checkbox"/> Work Ethic   |

(Adopted November 18, 1998)

## Organization Chart



(Adopted March 1, 2007)

[Appendix 2 - Organizational Chart, History](#)

## Legal/Regulatory/Mandated Requirements

Most of the business and the operations of the Town are regulated by legal, regulatory and/or mandated requirements from many different sources. In many instances, federal requirements become state requirements. In some cases, the federal government provides a broader requirement than the more specific requirements of the State of Connecticut regarding municipalities. For example, ADA or e-waste regulations at the federal level offer guidance to municipalities, but when the State of Connecticut adopts specific statutes for municipalities, compliance requirements may affect the Town more directly.

Federal – IRS, 1099, HIPPA, ADA, Check 21, Drivers Privacy Act , E-Waste , Grant Requirements, Homeland Security, American Library Association Declarations, Permits and Licenses, FEMA, FMLA, FLSA, EEO, HUD, Code of Federal Regulations, Department of Consumer Protection, Federal Guideline / Handbook 44 Weights and Measures

State – Final Grand List Date, Tax Payments, Drivers Privacy Act, Non-Disclosure of Residential Addresses of Certain Individuals Freedom of Information Act, Sewer Assessments, Freedom of

Information Act, Records Retention Act, Clean Water Act , GASB GAAP Compliance , Grant Requirements , Elections ,Property Revaluation ,Codes, Fair Housing, Vital Statistics, Business Registration and/or Declaration, DCF, DEP, Energy Assistance, Fire Districts

Town Charter – Fiscal Year Budget Date, Check Authorization, Prescribe Format and Software Financial Reporting, Bid Limit, Appointments

Local – Ordinances - Property Tax Abatement, Alarm Ordinance ; Council Policy and Procedures; Codes; Union Contracts - Benefits, Benefit Accruals, Checks Available ; Police Accreditation ,Referendum, Land Use Regulations

Requirements recently affecting Information Technology Systems:

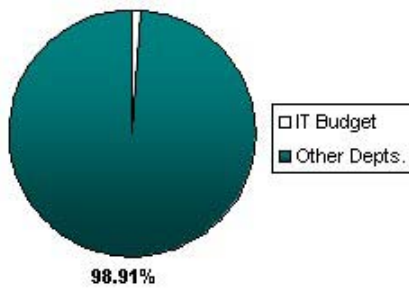
<b>Requirements</b>	<b>Application</b>
Non-Disclosure of Residential Addresses	FOIA Requests, Grand List and Rate Book Postings
Drivers Privacy Acts	Motor Vehicle Grand List and Rate Book Postings
Property Tax Abatement	Web Development/Eligible Properties List
Alarm Ordinance	Alarm Violations Cash Collections and Reporting
Check 21	CT/MA Withholding Tax Remittance ACH
Union Contract Changes	HR Accrual/Attendance enhancements
ADA Web Accessibility	Content Management/Website Design
HIPPA	Neighborhood Services Client Application
Clean Water Act	ASIST Public Works Storm Water Management Software
E-Waste	Disposal of Electronic Equipment
GASB	Fixed Assets, Compensated Absence Report, Tax Collector Outstanding List, Sewer Assessment reports
FOIA	Outside Service Requests
Property Revaluation	Assessor Administrative and CAMA Applications
Index of Maps and Surveys	Town Clerk Map Index Application/Web Access
American Library Association Declarations	SAM Software
Water Pollution Control: Code of Federal Regulations, Clean Water Act, Town of Enfield Code of Ordinance, Chapter 86	BioWin32, Electronic Engineer's Guidebook, OPS 32, Pipe-Flo Lite 2005, SewerCAD, WeatherView 32
Solid Waste: Department of Consumer Protection, Federal Guideline / Handbook 44 Weights and Measures	DataMaster Plus

(Revised: September 26, 2007)

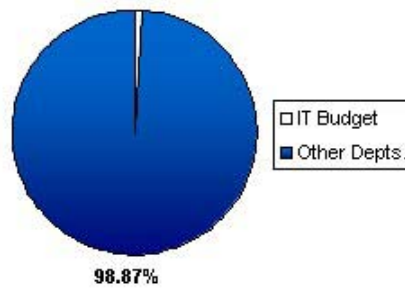
(Created: December 8, 2004)

## Annual Budget Comparison

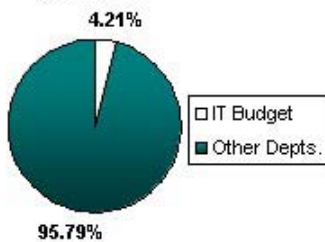
**FY 06-07 Operating Budget**  
\$111,365,313



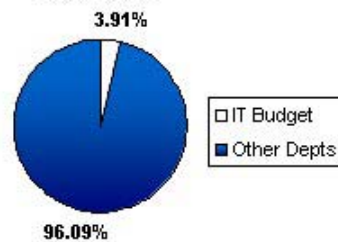
**FY 05-06 Operating Budget**  
\$107,089,746



**FY 06-07 CIP Budget**  
\$4,750,344



**FY 05-06 CIP Budget**  
\$5,370,000



(Adopted February 27, 2007)

[Appendix 3 - Annual Budget Comparison, History](#)

## Annual Budget Six Year Trend

		IT Budget as % of Town - 6 Year Trend						
		01-02	02-03	03-04	04-05	05-06	06-07	Average
General Fund	IT Budget	0.96%	0.99%	1.02%	1.03%	1.13%	1.09%	1.04%
	Other Depts.	99.04%	99.01%	98.98%	98.97%	98.87%	98.91%	98.96%
	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	IT Budget	\$ 920,884	\$ 978,066	\$ 1,021,173	\$ 1,052,722	\$ 1,207,329	\$ 1,216,187	
	Other Depts.	\$95,140,642	\$98,141,833	\$ 99,236,457	\$101,285,474	\$105,882,417	\$110,149,126	
	Total	\$96,061,526	\$99,119,899	\$100,257,630	\$102,338,196	\$107,089,746	\$111,365,313	
CIP	IT Budget	4.44%	3.72%	4.66%	3.80%	3.91%	4.21%	4.12%
	Other Depts.	95.56%	96.28%	95.34%	96.20%	96.09%	95.79%	95.88%
	Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	IT Budget	\$ 250,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 210,000	\$ 200,000	
	Other Depts.	\$ 5,379,000	\$ 3,878,000	\$ 3,067,446	\$ 3,800,000	\$ 5,160,000	\$ 4,550,344	
	Total	\$ 5,629,000	\$ 4,028,000	\$ 3,217,446	\$ 3,950,000	\$ 5,370,000	\$ 4,750,344	

(Adopted March 1, 2007)

[Appendix 4 - Annual Budget Four Year Trend, History](#)

## **Current IT Operating Budget**

Current Approved IT Operating Budget is available at:

[http://enfield-ct.gov/filestorage/2795/8319/08\\_WEB\\_ANNSUMM.htm](http://enfield-ct.gov/filestorage/2795/8319/08_WEB_ANNSUMM.htm)

## **Project Directory**

The IT Department Project Directory is the heart of the Strategic Planning process. It links strategic positioning with specific technology projects. Projects are prioritized and placed in a multi-year implementation schedule which is actively managed by IT Administration. The Project Directory tracks each project throughout the Project Lifecycle. Monthly management review of the Project Directory has become an important aid to project momentum and completion.

### **Project Directory, Current Fiscal Year**

[Current](#)

[Completed](#)

[Project Directory FY 2006-2007](#)

[Project Directory FY 2005-2006](#)

[Project Directory FY 2004-2005](#)

[Project Directory FY 2003-2004](#)

## **Project Lifecycle**

The IT Department Project Lifecycle defines the process phases used for IT projects, from due diligence through system maintenance. The Project Lifecycle specifies key milestones, tasks, purposes, methods of documentation, and responsibilities for each task. Use of the Project Lifecycle as a guideline provides a consistent and comprehensive approach to project management.

Link to the Project Lifecycle worksheet:

[Due Diligence](#)

[Beginning](#)

[Middle](#)

[Ending](#)

[Maintenance](#)

## **Initiatives**

As projects in the Project Directory are completed, an Information Sheet describing the project is posted at the following link under Services.

Information Sheets are available at: <http://enfield-ct.gov/content/91/794/default.aspx>

## Servers

### Server Listing As of 8/14/2007

Function/Users/Place	Install Date
Domain Controller	07/11/05
Domain Controller	07/11/05
Rapid Deployment/Data Protector	07/11/05
Network Hardware tools/Network Security	07/11/05
GIS file storage/GIS Software deployment	07/11/05
File, Application and Print Server	07/11/05
Application Server - Town Applications	07/11/05
Intranet site	07/11/05
Internet Security and Acceleration Server	07/11/05
Application Server - Vendor Provided Applications	07/11/05
Email Server	07/11/05
Library Patron management server	07/11/05
Terminal Server	07/11/05
Internet applications	02/07/06
ArcGIS License Server	05/10/06
Application Server - Town Applications	11/22/02
Microsoft Operations Manager	6/20/2007
Domain Controller, File and Print Server	02/07/06
Internet Security and Acceleration Server	02/07/06
Terminal Server	01/08/07
DATAFORCE Application Server	12/28/04
Pager intercept	
Cell/premises video monitoring server	
Domain Controller, File and Print Server	06/27/07
Domain Controller, File and Print Server	02/07/06
Cartograph Database Server (Temporary)	12/07/04
Domain Controller, File and Print Server, Backups	09/13/04
Domain Controller, File and Print Server	5/2/2007
File and Print Server	5/27/2003
File and Print Server	2/24/2006
File Server	12/10/2004
Fiber Chanel Drive Arrays, Switches, Adaptors Servers connect via Fiber to HSG80 controller 40 - 36Gb 15K rpm drives 27 - 72Gb 15K rpm drives (84 drives max)	

## Desktops

### Desktop PC Count as of 1/18/07

<u>Model Name</u>	<u>Year Purchased</u>	<u>Deployed</u>	<u>Inventory</u>	<u>Retired</u>	<u>Total</u>
<b>DP 2000</b> - Pentium II, 233 MHz, 3.2 GB HD, 96 Mb Ram *3 servers	1997/98	33	16	100	149
<b>EN 350 SFF</b> - Pentium II, 350 MHz, 4.3 GB HD, 128 Mb Ram	1999	0	1	0	1
<b>EN 400/500 SFF</b> - Pentium II, 400-500 MHz, 10 GB HD, 128 Mb Ram *1 server	1999	6	59	6	71
<b>EN 600 SFF</b> - Pentium III, 600 MHz, 10 GB HD, 128 Mb Ram *plus 1 server	2000	4	19	0	23
<b>EVO D500 SFF</b> - Pentium IV, 1.5 GHz, 20 GB HD, 256 Mb Ram	2002	2	3	0	5
<b>EVO D500 SFF</b> - Pentium IV, 1.8 GHz, 20 GB HD, 256 Mb Ram *2 servers	2002	97	12	1	110
<b>EVO D510 SFF</b> - Pentium IV, 2.4 GHz, 40 GB HD, 256 Mb Ram *2 servers	2002/03	38	1	0	39
<b>EVO D510 SFF</b> - Pentium IV, 2.4 GHz, 40 GB HD, 512 Mb Ram *Library	2003	41	0	0	41
<b>EVO D510 CMT</b> - Pentium IV, 2.4 GHz, 40 GB HD, 256 Mb Ram	2003/04	12	0	0	12
<b>EVO D510 SFF</b> -Pentium IV, 2.4 GHz, 40 GB HD, 256 Mb Ram	2005	0	1	0	1
<b>EVO D510 SFF</b> -Pentium IV, 2.4 GHz, 40 GB HD, 512 Mb Ram	2005	19	1	0	20
<b>EVO D5S SFF</b> - Pentium IV, 1.7 GHz, 20 GB HD, 256 Mb Ram (EVO D500)	2005	1	4	0	5
<b>DC5100 SFF</b> - Pentium IV, 2.8 GHz, 160 GB HD, 1 Gb Ram, DVD R/RW/CD-RW	2006	2	0	0	2
<b>DC5100 SFF</b> - Pentium IV, 2.8 GHz, 40 GB HD, 1 Gb Ram, DVD R/RW/CD-RW	2006	11	1	0	12
<b>DC5100 SFF</b> - Pentium IV, 2.8 GHz, 40 GB HD, 512 Mb Ram, DVD-ROM/CD-RW	2006	90	1	0	91
<b>DC5100 SFF</b> - Pentium IV, 2.8 GHz, 80GB HD, 2 Gb Ram, DVD R/RW/CD-RW	2006	6	1	0	7
<b>DP 4000</b>		0	0	2	2
<b>Westrex Intl (Cash Registers)</b>		2	0	0	2
<b>iMac</b>		0	0	11	11
<b>Apple G3</b>		0	0	1	1
<b>Misc Generic Brands (Celebris/Venturis/Optiplex/CCC)</b>		1	3	0	4
<b>Total</b>		365	123	121	609

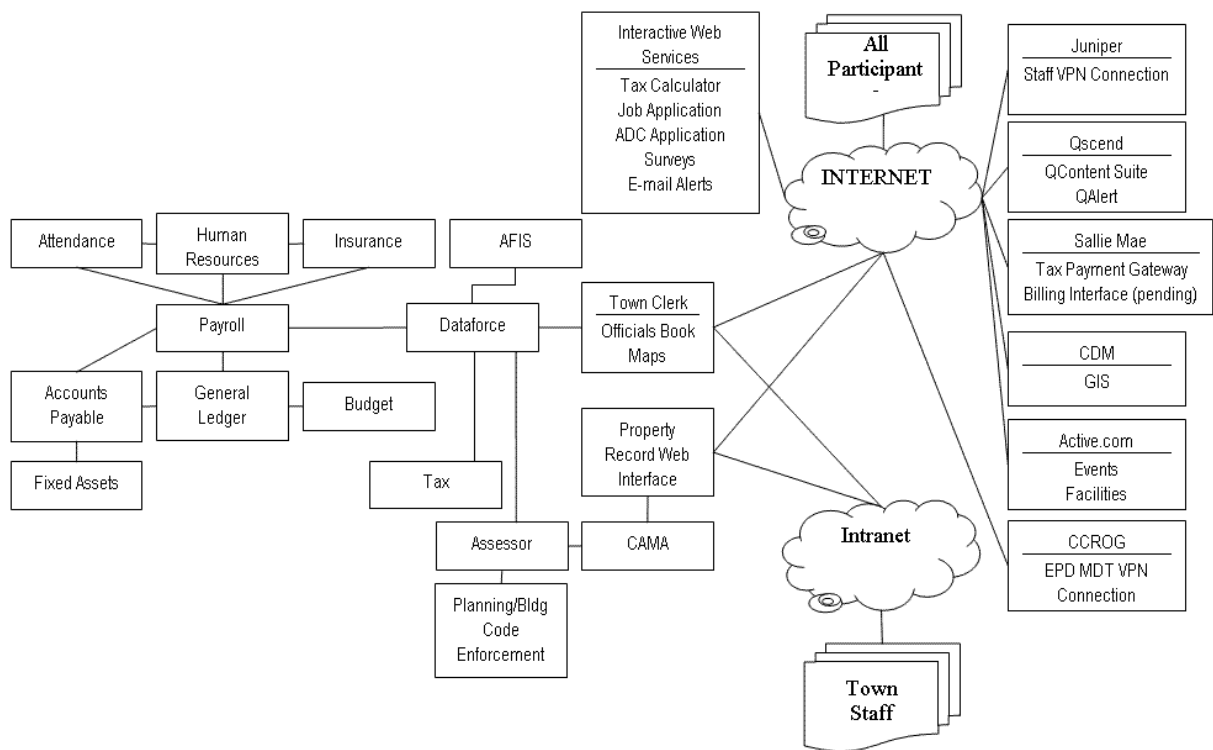
## Application Inventory

The IT Application Inventory is a listing of major applications currently supported by the IT Department. The depth and breadth of software listed in the Inventory provides some perspective on the range of services required of the department.

Link to the [Application Inventory](#)

## Software Integration

Many of the applications in the Inventory are integrated with other systems. This chart indicates integration points among mission critical Town Systems.



## User Request Form

Managing user accounts requires frequent changes in the form of additions, changes, and deletions. A standard form is used to document and manage the many required changes.

Link to [User Request Form](#)

## IT Department User Training

<b>IT Training Attendance</b>	
<b>FY 2006/2007</b>	
<b>Class</b>	<b>Attendance</b>
What's New in Office 2003	9
What's New in Outlook 2003	6
Intermediate PowerPoint	7
Intro to Excel	9
What's New in Office 2003	4
Intermediate Excel	6
Publisher	5
Introduction to Word	5
Introduction to PowerPoint	5
Intermediate Word	5
Intro to Excel	6
Templates	9
ActiveNet - System Setup & Data Entry, Facilities Entry	16
ActiveNet - Advanced Activities	8
ActiveNet - Beginning Activities & Online Registration	8
ActiveNet - Advanced Facilities & Point of Sale if desired	14
ActiveNet - Begin Facilities & Online Registration	13
Custom Training-Map 3D 2007, 1	6
Custom Training-Map 3D 2007, 2	6
Intermediate Excel	5
Advanced Word	9
Custom Training-Map 3D 2007, 3	6
File Management	6
What's New in Office 2003	6
Photo Management	8
Publisher	5
What's New in Outlook 2003	7
QAlert Call Takers	22
QAlert Managers	22
QAlert Call Takers	22
QAlert Managers	21

286

[Appendix 5 - IT Department User Training, History](#)

## HelpDesk Tickets

### Tickets Processed By Fiscal Year

#### Opened 7/1/2006 to 6/30/2007

Fiscal Year	2007
Total number of tickets opened in July	604
Total number of tickets opened in August	613
Total number of tickets opened in September	510
Total number of tickets opened in October	528
Total number of tickets opened in November	631
Total number of tickets opened in December	466
Total number of tickets opened in January	578
Total number of tickets opened in February	564
Total number of tickets opened in March	26
Total number of tickets opened in Fiscal Year 2007	4,520

#### Opened 7/1/2005 to 6/30/2006

Fiscal Year	2006
Total number of tickets opened in July	977
Total number of tickets opened in August	773
Total number of tickets opened in September	889
Total number of tickets opened in October	737
Total number of tickets opened in November	3,430*
Total number of tickets opened in December	606
Total number of tickets opened in January	638
Total number of tickets opened in February	585
Total number of tickets opened in March	664
Total number of tickets opened in April	522
Total number of tickets opened in May	632
Total number of tickets opened in June	640
Total number of tickets opened in Fiscal Year 2006	11,093

- \* Ticket count affected by w32.sober.x@mm mass mailing worm email messages sent to external help desk address.

## HelpDesk Active Dispatch

Active Dispatch is a method of centrally coordinating request tickets and projects using the Help Desk application. The responsibility for dispatching incoming Help Desk tickets for the IT Department is placed with the Technical Project Coordinator. The process ensures the consistent use of Help Desk codes and functionality to fully utilize the benefits of the Help Desk application; an activity based resource and cost assessment system.

### *IT Department Goals of Active Dispatch:*

- Increase the level of efficiency and effectiveness of the IT Department with respect to Business Continuity, Business Needs, and the Public Interest.
- Bridge the digital divide by empowering Participants with knowledge and ownership.

The Objectives of Active Dispatch and the benefits of Participants are listed below:

### **1) Objective: Centralize administration of requests, tasks and recurring tasks.**

#### **Benefits:**

##### ➤ **Participants**

- Receive consistent initial assessment of requests for urgent or emergency response.
- With IT Staff are directed to current and accurate self-help and technical documentation.
- Become independent and are empowered with direction to self help documents such as FAQs.
- Are notified of medium and high alert viruses.
- Are notified of system down time.

##### ➤ **IT Staff**

- Is notified of system emergencies.
- Is provided with appropriate resources for problem resolution.
- Saves time and resources by grouping multiple service requests by location.
- Has improved access to technical documents, policies, procedures, and standards.
- Gains maximum available uninterrupted time allowing focus on priorities.

#### **Responsibilities:**

##### ➤ **Active Dispatch**

- Administers all incoming requests.
- Does initial assessment of the request.
- Uses the urgency criteria when dispatching tickets.
- Assigns and set priority value for defined emergency and urgent tickets only, managers prioritize and assign all others.

- Helps user seek alternate short-term solutions to time-sensitive problems.
- Activates the “ring tone” for the backup person prior to planned absences; Systems Analyst is backup.
- Does only basic information gathering for initial assessment, and determines when to stop questioning the user based on judgment that the user cannot provide additional information..
- When Active Dispatcher or backup doesn’t know who to assign a ticket to, put into the appropriate staff areas. If it is not known which staff area is appropriate, ask PM.
- Closes weekly Mailbox Manager tickets (Deleted and Sent Items folder cleaned) when received.
- When there is no time element indicated by the user, Active Dispatcher should assume there is no time pressure on the request. However, judgment should be used - a payroll problem is normally time sensitive but a clip art problem is not.
- Does not schedule non emergencies. Assigns to Programming or Technical staff, cc to \_NM or \_PM, if time sensitive or emergency.
- Notifies Network Administrator, Systems Analyst or \_TPC in the event of Network and/or Systems Development emergencies, with a cc: to \_ITS.
- Sends a Regarding e-mail to users in the event of medium or high alert viruses.
- Sends a Regarding e-mail to users notifying of planned downtime.
- Records system down time in appropriate template.
- Gathers appropriate resources for IT Responder after problem assessment.
- Researches Microsoft error messages on Tech Net.
- Sends appropriate forms to Participants when needed.
- Groups multiple service requests by location for on-site visits.
- Closes and archives scan mail tickets.
- Handles lockouts by e-mail.

➤ **IT Responder**

- Creates ticket with an e-mail to \_dpstaff on behalf of the requestor, for non network users, lockouts and emergencies.
- Redirects verbal requests to be e-mailed to \_dpstaff.
- Handles lockouts requested by phone.
- Instructs callers to e-mail \_dpstaff.
- Resolves assigned problem requests by remote control when possible: Otherwise sends a regarding e-mail to the Active Dispatcher for scheduling.

➤ **Telecom Coordinator**

- Monitors TBD as assigned.
- Monitors TDB during Active Dispatcher’s lunch.
- Is Active Dispatcher backup during long-term time out of office, followed by Systems Analyst (until a Technician is trained).

- Direct questions to System Analyst or System Development Manager when help is needed.
- Answers main telephone number with Technicians as backup.

➤ **Technical Project Coordinator**

- Answers main telephone number during Telecom Coordinators lunch.

2) ***Objective: Ensure that any process, task, recurring task, or project requiring the use of IT resources is recorded with a ticket.***

**Benefits:**

➤ **IT Staff**

- Records the use of time and the status of projects.
- Has access to statistical information by Affected Item.
- Has access to statistical information for future planning or implementation of similar tasks or projects.
- Knows who is part of a project, what activities are assigned and the current status of the project.
- Has the information necessary to proceed with requests in the event of staff rescheduling.
- Is notified of impending deadlines.
- Uses templates for recurring tasks.

**Responsibilities:**

➤ **Active Dispatcher**

- Assigns incoming tickets per guidelines.
- Codes tickets with initial values:
  - Applies template if available
  - Project
  - Caller Name
  - Affected Item
  - Adjusts short description
  - Assigned to
  - Due date, initial priority and status
  - Classification
  - Asset number (if applicable)
  - Includes FAQ or Technical Document (if appropriate)
- Adds value in Progress Notes based on personal knowledge of issue, BUT does not take responsibility for assigning and follow through of tickets.
- Gathers resource materials for tickets into a central location so technicians can pick them up. This can be done without assigning the ticket to a particular technician. Resource materials are placed in interoffice or manila envelopes and marked with the ticket number.
- Prompts IT Responders for updated progress notes and time spent.
- Notifies IT Management of aging tickets.
- Creates new tickets when requests arise from previously closed tickets.

- Creates new tickets when requests contain more than one Affected Item and/or are assigned to multiple staff persons.
- Notifies IT Responders of impending deadlines.
- Dispatcher recognizes the need for additional recurring task templates.

➤ **IT Responder**

- Enters progress notes and time on a daily basis for any items being actively worked on.
- Follows tickets through to completion, unless they are closed, passed on or escalated through management.
- Handles recurring tasks as scheduled.
- Notifies backup IT Staff of schedule changes.

3) ***Objective: Provide consistent and current communication between the IT Department and Participants.***

**Benefits:**

➤ **Participants**

- Receive concise, consistent, clearly formatted Resolution and Regarding e-mails from the IT Department.

➤ **Department and Division heads**

- Are aware of support provided by the IT Department.
- Assume responsibility for authorizing access to computer systems for their employees.

➤ **IT Staff**

- Has the necessary information to continue with a ticket and/or reassign a ticket in the event of IT Staff rescheduling.
- Can easily identify the most current communication between IT Responders and Participants.

**Responsibilities:**

➤ **Active Dispatcher**

- Cc's Department or Division Heads when requesting authorization forms from Participants.
- Communicates down time via Help Desk to defined Participants. If Help Desk is not available use e-mail. If e-mail is not available use the telephone.
- Sends notification to users of medium or high alert viruses, Network Administrator is backup.

➤ **IT Responder**

- Uses consistent format for Regarding and Resolution e-mails.
- Uses defined text for Resolution e-mails when available.
- Includes a specific restatement of the initial requirements in the Resolution e-mail.

- Includes an impact statement when applicable in the Resolution e-mail.
- States the resolution of the request in the Resolution e-mail.
- Includes Department and Division Heads on the cc: line for any external, inter-departmental Regarding e-mails.
- Leaves cc: addressing intact in Regarding and Resolution e-mails.

4) ***Objective: Ensure an accurate account of assets, contracts, and license compliancy.***

**Benefits:**

➤ **IT Staff**

- Has information regarding the expiration of contracts, licenses, and warranties.
- Has asset information of what is available for deployment and meeting requests for additional technology.
- Has hardware, parts and service information necessary to meet break/fix needs.
- Has current contract information, terms and conditions, warranty status, and service history for problem resolution.
- Has access to user configurations via the asset inventory for troubleshooting and planning.

**Responsibilities:**

➤ **Active Dispatcher**

- Distributes the asset sheet and maintenance history for break/fix requirements.
- Ensures the database is updated when technicians complete break/fix tickets or deploy new technology.
- Uses the service history for problem definition.
- Uses the contract information and warranty status for problem resolution for equipment that is under maintenance or warranty.
- Fills in the asset number on each ticket where applicable, in order to track the service history.

➤ **IT Responder**

- Provides information to Telecom Coordinator for updating the fields in the asset database.

5) ***Objective: Centralize the management of requests, tasks and projects.***

**Benefits:**

➤ **IT Staff**

- Is able to plan, access and prioritize requests to align with IT Department and Town of Enfield goals and objectives.
- Is provided with clearly defined deliverables and requirements.
- Is better able to meet the Business Needs of Participants.

- Is better able to maintain Business Continuity.
- Is better able to serve the Public Interest.
- Can identify recurring problems and take corrective action.
- Reviews Programming and Technical Staff areas regularly and assigns tickets.

**Responsibilities:**

➤ **Active Dispatcher**

- Assigns tickets as directed by IT Management.
- Creates new tickets for follow up work beyond the original deliverables and requirements.
- Seeks direction from IT Director as needed.
- Coordinates recurring tasks:
  - Maintains recurring task assignment list
  - Tracks main and backup IT Staff for recurring tasks
  - Reports on recurring tasks
  - Confirms completion of recurring tasks
  - Requests Help Desk templates as appropriate
- Proactively looks at user history to identify and solve recurring user problems and adds value by informing the IT Responder and/or Change Management.
- Moves tickets from TBD to Programming Staff or Technical Staff and to respective meeting agendas.
- Reports on tickets in Management and adds to the Change Management meeting agenda.

(Adopted September 9, 2003)

## IT Support Guidelines:

### *Information Technology Support Guidelines*

The Information Technology (IT) department uses an automated Help Desk system to track and manage work activity. To provide you with consistent and timely service, each e-mail request you make is immediately logged into the Help Desk as a service ticket and reviewed by IT staff.

Help Desk automatically creates this ticket to initiate service and to ensure service is provided. The ticket number is e-mailed back to you for your convenience in tracking our progress. If you need to contact us regarding the status of a ticket, please refer to the ticket number. The ticket number is used by the IT department to ensure that all requests are responded to in a timely manner.

Requests for IT service should be e-mailed to \_DPSTAFF. User account lockouts or e-mail problems are exceptions and any direct requests from you will be forwarded to \_DPSTAFF. When contacting the IT department, the following guidelines will help serve you better.

Before e-mailing \_DPSTAFF:

- Check to see if someone in your office can assist you.
- Read our Self Help area on the intranet.
- If you submit a request on behalf of someone else, indicate that person's name in the request.
- Include a CC: to your department/division head.
- Include all pertinent information needed to address the problem.
- If you have multiple requests, use one e-mail to \_DPSTAFF for each request. Please do not combine requests.
- If you are requesting follow-up help on a previously closed ticket, e-mail your request to \_DPSTAFF and if possible reference the original ticket number.
- Attach Internet/Intranet postings to e-mail sent to \_DPSTAFF.
- Review how we evaluate and prioritize [urgent](#) requests.

Any requests for new projects, new software or hardware, and requests to add, change, or remove user accounts need to come from a Department or Division head. Please include the *Software Request* form with any requests for new software. The *TOE Request for New/Change/Remove User* form should accompany requests for changes to user accounts. These forms are available on the intranet. Requests for password changes must come from you or your department head.

For certain requests, IT staff will need to reset your password. If you are not available, we will proceed by changing the password and it will be available by calling 6454.

Financial System support requests should be directed to the Finance department.

### **Thank you!**

*The mission of the IT department is to deliver high-quality, reliable, secure information technology services and to provide forward-looking comprehensive solutions that increase efficiency and bring government closer to people and business.*

(Adopted July 23, 2003)

## **Urgency Criteria:**

### ***Urgency Evaluation***

During regular business hours, each request is initially reviewed and actively dispatched.

Emergency and urgent requests are given immediate attention. Please contact the IT Department (extension 6454) if you are not contacted within a reasonable amount of time regarding an emergency or urgent request.

#### **Emergency - Network, system or major application problems**

- Critical Town of Enfield information system
- Network connectivity
- Significant work stoppage (i.e., equipment failure, “Abnormal Termination” message, system lock out, system problem)
- All Abnormal Terminations MUST be dispatched to Systems Development staff to insure that all necessary processing and/or cleanup is done.
- Virus or other network-threatening issue

#### **Urgent - Top priority, non-emergency, Clear and absolute need to resolve immediately**

- No alternative solution (i.e., using a backup printer)
- “File Overflow” message
- Mandated by federal, state, or local law or elected body policy

Other items are prioritized and scheduled on a weekly basis, or during a daily review as necessary, using the criteria below. Scheduling reflects department priorities and conflicts may be brought to the IT Director.

- Specific date required
- General time requirement
- Overall impact on operation
- Escalation requirement

## Summary

The strategy, goals, and projects present a comprehensive integrated plan established to achieve the vision for Information Technology in the Town of Enfield: A cooperative environment where Information Technology assists in enabling all participants to contribute in improving services to Town of Enfield citizens. Technical initiatives working towards this vision that promote efficiency, accountability, responsiveness and saving tax payer dollars can be achieved with citizens, tax payers, officials, patrons, clients, employees – all participants involved – working together.

## Vision

Provide an e-government model that is individually focused and encompasses the automation of internal efficiencies, enterprise systems integration and service delivery to the community.

- Service Continuity - Keep the lights on. Continue to provide services necessary to maintain current service levels.
- Business Needs - E-Government. Move forward with new services for all participants, the community and Town of Enfield departments.
- Public Interest - Opening the walls to Town Hall. Address participant service needs with a focus on individual accessibility and community ([www.enfield-ct.gov](http://www.enfield-ct.gov)).

(Revised: August 27, 2007)

(Adopted: December 8, 2004)

## Appendix 1

### Current Objectives, History

Provide forward-looking comprehensive solutions with the deployment of Blade Technology and the implementation of SAM Server and GIS software. (1)

Deliver secure information technology services through the implementation of Internet Gateway filtering, email Spam filtering, and SSL for Content Management. (2)

Provide Internet/Intranet/Extranet solutions via Content Management Software, Service Orientated Web access, Web page redesign, Universal Accessibility, Index of Surveys and Maps, and Assessor Property Record Cards that moves government closer to people and business. (3)

Implement changes to Infrastructure that increase efficiency through remote management of network equipment: SMS, EPolicy Orchestrator, NetSite Atlas, and Rapid Deployment Pack. (4)

Add Town buildings to the Infrastructure to provide high-quality, reliable information technological services: Family Resource Center, Child Day Care and Adult Day Care. (5)

Move to MS Windows 2003 with Active Directory for servers and to MS Windows XP for clients to providing forward-looking comprehensive solutions. (6)

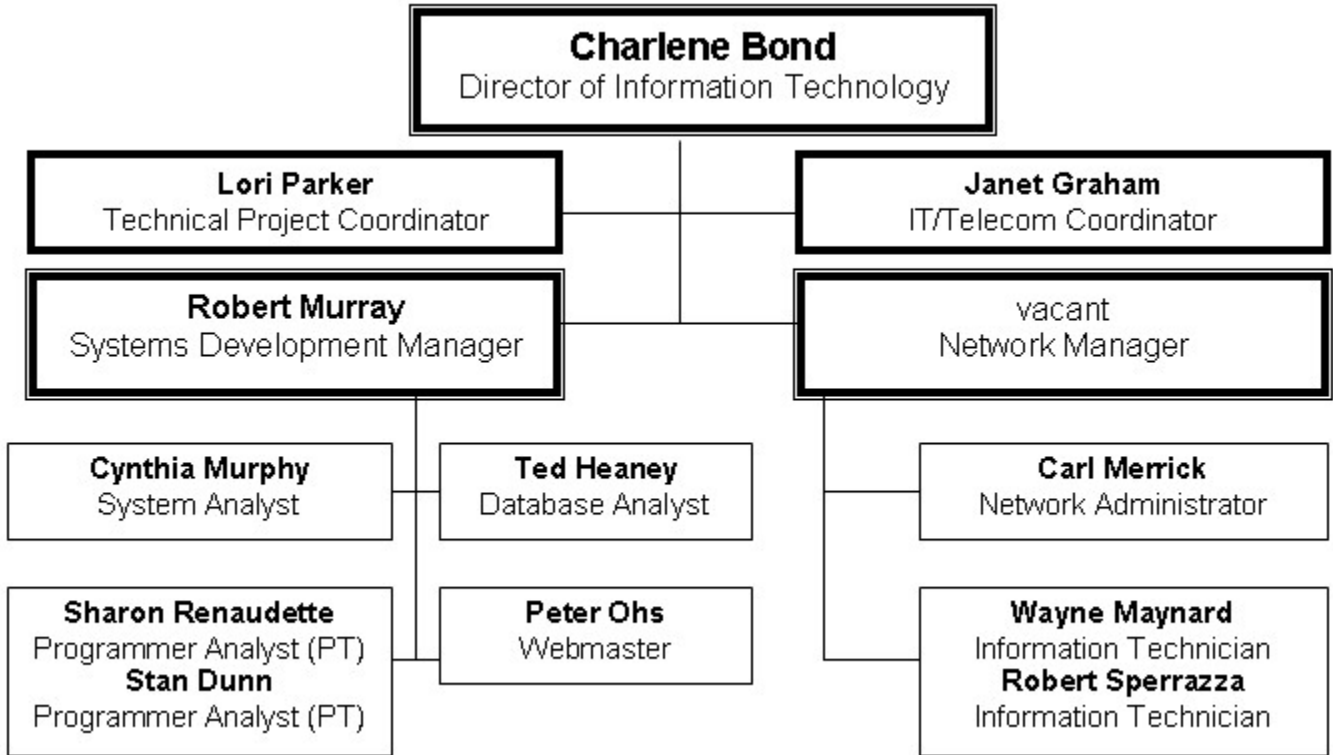
Support participants to increase efficiency and provide high-quality information services through training, workshops and public access to the Town infrastructure. (7)

Promote enterprise integration with forward looking comprehensive and efficient database goals and standards: Admins for Windows/OpenVMS, Content Management, Cartegraph, GIS, Assessor property photos and sketches, Workforce Management and Dataforce. (8)

(Adopted December 8, 2004)

## Appendix 2

### Organizational Chart, History

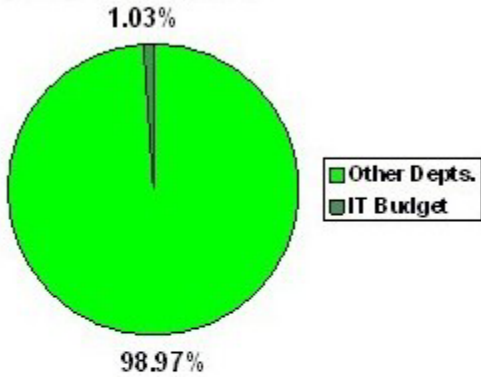


(Adopted May 16, 2006)

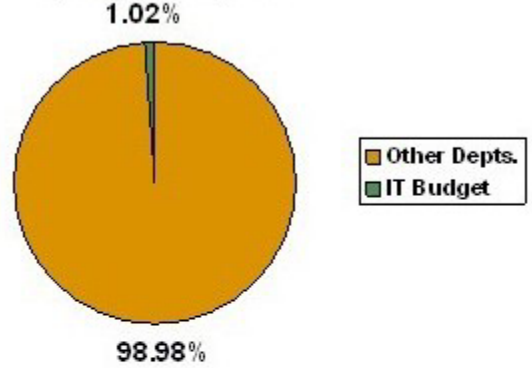
# Appendix 3

## Annual Budget Comparison, History

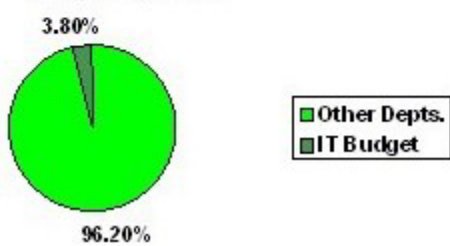
FY 04-05 General Fund  
\$102,338,196



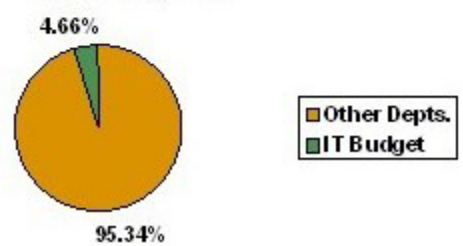
FY 03-04 General Fund  
\$100,257,630



FY 04-05 Capital Budget  
\$3,950,000



FY 03-04 Capital Budget  
\$3,217,446



(Adopted February 13, 2003)

## Appendix 4

### Annual Budget Four Year Trend, History

#### IT Budget as % of Town - 4 Year Trend

		01-02	02-03	03-04	04-05	Average
<b>General Fund</b>	<b>IT Budget</b>	0.96%	0.99%	1.02%	1.03%	<b>1.00%</b>
	<b>Other Depts.</b>	99.04%	99.01%	98.98%	98.97%	99.00%
	<b>Total</b>	100.00%	100.00%	100.00%	100.00%	100.00%
	<b>IT Budget</b>	\$ 920,884.00	\$ 978,066.00	\$ 1,021,173.00	\$ 1,052,722.00	
	<b>Other Depts.</b>	\$ 95,140,642.00	\$ 98,141,833.00	\$ 99,236,457.00	\$ 101,285,474.00	
	<b>Total</b>	\$ 96,061,526.00	\$ 99,119,899.00	\$ 100,257,630.00	\$ 102,338,196.00	
<b>CIP</b>	<b>IT Budget</b>	4.44%	3.72%	4.66%	3.80%	<b>4.16%</b>
	<b>Other Depts.</b>	95.56%	96.28%	95.34%	96.20%	95.84%
	<b>Total</b>	100.00%	100.00%	100.00%	100.00%	100.00%
	<b>IT Budget</b>	\$ 250,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	
	<b>Other Depts.</b>	\$ 5,379,000.00	\$ 3,878,000.00	\$ 3,067,446.00	\$ 3,800,000.00	
	<b>Total</b>	\$ 5,629,000.00	\$ 4,028,000.00	\$ 3,217,446.00	\$ 3,950,000.00	

(Adopted February 13, 2003)

## Appendix 5

### IT Department User Training, History

<b><u>March 18, 2002 through February 8, 2007</u></b>	
Microsoft Windows XP	120
Microsoft Outlook XP	72
Microsoft Word XP	73
Microsoft Excel XP	74
Microsoft PowerPoint XP	24
Microsoft Publisher XP	20
AutoCAD	58
Land Desktop	12
Manipulating Graphics	15
Organizational Charts	9
Troubleshooting	8
Digital Photography	6
QScend Web Posting	22
Social Services Client Applications	4
Using the Internet	3
Microsoft Outlook Differences XP/2003	15
Microsoft Office Differences XP/2003	4
Microsoft Word 2003	19
Microsoft Excel 2003	21
Microsoft PowerPoint 2003	12
Microsoft Publisher 2003	4
	<b>595</b>

(As of February 8, 2007)