A Vision for Information Technology

2007 Information Technology Plan
Version 1.0
Municipality of Anchorage
Information Technology Department

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Moving forward with new and innovative information technology that delivers fast, efficient, and responsive services to Anchorage.
From the Mayor

Anchorage is making great progress as an information technology leader in one of America’s most “wired” states. In this Age of the Pacific, Anchorage is well connected to both international markets for commerce and to the Internet for basic information for our residents.

Our “MyNeighborhood” web initiative, which provides citizens with quick and accurate information about the community and their neighborhoods, has received recognition from the National Mayors’ Conference. Our newest effort to create a “wireless” downtown to service both residents and visitors alike will keep Anchorage on the technology cutting edge.

We believe an informed public helps foster a sense of community, ensures clean and safe neighborhoods and empowers citizens to participate in their government. User-friendly technology provides Anchorage citizens the tools to achieve those goals.

Mark Begich
Imagine a beautiful summer afternoon, young tourists are sitting on the grass in Town Square in downtown Anchorage wondering where to go for dinner. They’ve asked a local resident for advice and are thrilled to learn they can use their laptop to search for a restaurant to dine that evening and for places to take in some of the sites the following day. They find information for cultural and sporting events, parks and open spaces, museums, weekend markets, among the many wonderful activities around the Anchorage area and beyond. They discover that the Municipality of Anchorage has met their ever increasing need for instant connectivity to the internet and resources that will make their visit to our great state one they will always remember.

Four months later it’s winter and a large storm has just dumped 18” of snow across the city. Over in Muldoon, a resident notices a stop sign has been knocked down at the end of her street. She logs on to the Municipal website and submits a service request from a simple-to-use menu of services. The stop sign is repaired within the hour, the request having been received and dispatched over a wireless network to workers already in the area. Snowplows are dispatched and tracked throughout the Municipality by employees using advanced mapping and GPS technology to make sure the most dangerous and congested roads and sidewalks are plowed out first. Residents check online to see the detailed progress of the plows and even receive notification so they can move vehicles out of the way of the plows on the side streets. Later on, residents check the municipal website to find out which of the lighted trails have been groomed so they can enjoy a night of cross country skiing after work.

Another resident logs on to apply for a building permit to have a new hot water heater installed. He submits, pays for and receives the permit entirely online and through email. That evening, a business owner logs on to the Municipal website to pay his business taxes and renew his business license. He also reviews and submits comments regarding a proposed change to the municipal code that affects his business.
and watches the live broadcast of the Anchorage Assembly meeting that evening from his computer at the office.

All over the city, day and night and no matter what the season, the Municipality is “open for business”. Visitors, residents, business owners and municipal employees can instantly find information, request services and conduct business with their local government through online services.

E-Government is in full swing. Kiosks, electronic bulletin boards, streaming videos of live events, and wireless internet at all municipal libraries are other ways people are connecting with their government. Municipal employees are connected too, whether working from an office, out in the field or even from the cab of a snowplow.

This is all possible because the Municipality has wisely invested in a technical foundation that makes critical information available and accessible to employees. Employees have access to accurate and up-to-date information using systems that help them provide services and conduct the business of the Municipality more efficiently and effectively than ever before.

The Municipality of Anchorage is operating efficiently; providing residents, businesses, tourists and municipal employees useful information and services through the innovative use of information technology. While this plan is ever evolving, our goal is to make visiting, living and conducting business in Anchorage better than ever.
A Plan of Action

Initiatives to Achieve Information Technology Goals

- Initiative 1: **Infrastructure**
- Initiative 2: **Integration**
- Initiative 3: **E-Government**
Introduction

I am pleased to present the Municipality of Anchorage’s Information Technology Plan. This plan provides a strategic direction for the next three years with the goal of significantly improving information technology products and services within Anchorage’s municipal government. This will result in better services, reduced costs, and provide innovative technology that will foster coordination and cooperation among municipal employees, officials, departments and other government agencies to directly benefit the citizens of Anchorage.

The plan for improving information technology services is structured around the following three initiatives:

1. **Infrastructure**
2. **Integration**
3. **E-Government**

These initiatives serve as the building blocks for a new information technology environment for Anchorage through 2009. The goals and strategies for each initiative are featured and serve as centerpieces of this plan.

Online services a top priority

A top priority of the Municipality will be to enhance the online presence of local government. New web-based self-service tools will be available, expanding opportunities for citizens to have easy access to information and a full range of new services and products. Plans are also being made to provide citizens with the ability to participate online in developing public policy using new technology designed to meet citizen participation requirements.

Citizen online services will be greatly enhanced with the recent request for proposals by the Municipality to enter into a lease agreement with a telecommunication company to provide full wireless service to the core downtown area in Anchorage. This service will use existing municipal assets (i.e. light poles and municipal buildings) and will eventually extend to the entire Anchorage.
Within the next two years, plans are in the works to acquire and implement new web-based permitting and asset management systems. An asset management system will provide better coordination, tracking and inventory of municipal vehicles and equipment, signs, and other assets. This system will also ensure improved street and pavement management and allow municipal agencies to predict and more efficiently plan for future needs.

As with the code enforcement system, the permitting and asset management systems will increase efficiencies and improve data accuracy by allowing municipal staff to work from a common database using technology tools and standard business practices.

This year the Municipality plans to purchase a commercial off-the-shelf system to support the formulation and analysis of its operating and capital budgets. This will replace an outdated and inadequate system and give departments significantly greater ability to prepare, analyze, monitor and measure their budget activities.

Technology in municipal facilities, such as the Anchorage Assembly Chambers, will be upgraded with new audio, visual and sound systems, allowing video streaming of Assembly sessions to the web.

Self-service kiosks will be deployed in the lobby of City Hall and other key public gathering areas such as municipal libraries, downtown Anchorage, and the new Anchorage Civic and Convention Center.

These are just a few examples where information technology will make a difference in our community.

New technologies for the future

In December 2006, the IT Department, with the participation and cooperation of other municipal departments, launched a state-of-the-art code enforcement system. The new system allows users to easily share information by working from a single application and a common database. Additionally, the system incorporates technology tools and standard business practices to manage the intake, routing, tracking, documentation and resolution of citizen code complaints in the office and in the field. A “field reporting” module will allow enforcement officers in the field the ability to record data and send it to the office via a wireless connection, allowing immediate processing of a violation.

The next phase includes the “citizen’s services” module of the code enforcement system. Using this module, the public can enter a complaint online using the Municipality of Anchorage’s website. They can also elect to receive email notifications of status changes and can track their complaint at any time.

The new code enforcement system will result in the delivery of more accurate, timely and cost-effective services to the citizens of Anchorage.

Serving municipal departments

Today, information technology is increasingly important for all daily operations of municipal government. Employees need fast and reliable information systems and technical support and improvement for those systems. The IT Department is implementing new ways to provide top-notch customer service and introduce useful
technologies to our clients that enable them to operate efficiently and effectively. A few examples of these are:

- Upgrade of the department’s job ticketing application. Simplifying customer input screens and providing new status tracking features allows our customers the ability to better anticipate when their job requests will be completed.

- An effort by the department’s Geographic Information System (GIS) staff has been underway and will continue in 2007 and beyond to offer more widespread use of geographic data to municipal departments and the public alike. Projects are also currently in progress that will give GIS staff and users the ability to manage, update, document, distribute and publish geographic related data more easily to user departments and the internet.

- IT staff responsible for maintaining and enhancing the Municipality's PeopleSoft financial and human resource payroll systems will continue to work closely with their customers to seek ways of improving and refining the current system and business processes to ensure timely processing of payroll, revenue collection and employee relations activities. Also, starting in 2007, technology staff from the IT Department, Anchorage Water and Wastewater Utility, and Municipal Light and Power will launch a year long effort to explore options and prepare for the eventual upgrade of the Municipality’s payroll and human resource systems.

- New innovations in telecommunications are being deployed by our networking and communications staff, such as Voice Over Internet Protocol (VoIP) and streaming media. These emerging technologies are becoming standards in local and state governments throughout the country and are providing citizens and government employees efficient ways to receive and deliver information.

**Final comments**

Pressure on local government has never been greater to become more efficient, cost effective, and accessible to citizens. Therefore, it is important for agencies within the Municipality to continually evaluate new technology that has the potential to improve public administration and citizen services.

However, many challenges lie ahead. A number of service delivery systems are outdated and internal business systems are inefficient and disconnected and operate on an inadequate technology infrastructure. Various technology programs and applications overlap without really connecting, resulting in duplication of effort, mistakes and errors.

It is clear that technology within local government must be integrated and infrastructure upgraded in order to provide better management of resources and improved services to the public.

As the Chief Information Officer for the Municipality of Anchorage, it will be incumbent on me to:

- Foster a proactive and responsive technology workforce that is customer focused, plans for the long term and works in partnership with our customers to deliver the
It is my commitment and obligation to transform and improve the Municipality of Anchorage’s business through the promotion, acquisition and use of new and innovative information technology.

Let’s make our vision a reality.

Fred Carpenter
Director, Information Technology Department
Chief Information Officer
“In an information age, in a technology-based global economy, we must have the most productive and best-educated workforce.”

John Hoeven, Governor of North Dakota

Our Employees–The Key to Success
Employees—Our Most Valuable Asset

Making a difference with a great technology workforce

Create a positive, productive and diverse workplace
Over 95 full-time employees work in the IT Department, each bringing special skills that make it a highly technical and innovative workforce. We view our employees as our most valuable asset and recognize that the skill, dedication and enthusiasm of each is critical to the success of our organization.

Promoting and maintaining a positive, productive and diverse workforce is our first priority as we look ahead to implement the strategies outlined in this plan.

To do this, the IT Department's leadership team is committed to providing employees with a work environment where ideas are rewarded, and creativity and risk-taking is encouraged, fun and laughter are valued, and teamwork is paramount.

We want our employees to know that their ideas are valued and the contributions they make will help improve government operations and the quality of lives of Anchorage citizens.

Strategies for building a great workforce
Building and retaining a great workforce is the foundation for success of the organization. The following strategies outlined below are in place to accomplish this.

Professional development
IT leadership training
Strong leadership and management skills are essential in directing staff with

The department’s leadership team is committed to providing employees with a work environment where ideas are rewarded, creativity and risk-taking are encouraged, fun and laughter are valued, and teamwork is paramount.
Making a great work environment
To create a positive, energetic and motivated workforce, it is imperative to invest in employees. As with other municipal employees, IT staff enjoy alternate work schedules offered by the Municipality and flex-time opportunities. Fun and festive office events will continue to occur, along with new events outside of the workplace.

Below are strategies that the department intends to focus on to make a great work environment.

- Provide fair and sustainable work
- Improve physical work environment
- Promote activities that improve interpersonal relationships and communications between staff
- Provide flexible work hours

Ongoing improvements to the work environment undoubtedly will lead to employee satisfaction and improved work productivity.

IT leading the way
Local government information technology is rapidly changing. To ensure that all customers are being served optimally, the IT Department must attract and retain the best technology talent by providing employees meaningful work, professional opportunities, a challenging and exciting workplace, and career growth. This will ensure the continuity and success of future operations.

A skilled and efficient workforce can save time and money and leads to higher productivity and customer satisfaction.

complex and varied activities within the IT Department. All managers have and will continue to receive professional training to learn new ways of managing projects and employees and identifying IT trends in order to fulfill and improve municipal business needs and improve working relationships with clients.

Technical training
Information technology innovation is taking place at a rapid rate. New ways of doing business faster and better is being accomplished by internet innovations and new government enterprise systems. To keep abreast of the latest technology, technical staff needs ongoing specialized training to keep pace with this changing environment.

In order to provide the necessary skills for staff to perform their work at the highest level, the following strategies will be implemented.

- Evaluate employees skills and measure them against workplace needs
- Provide specialized training and encourage educational opportunities at local universities
- Institute high-performance work practices

Establish a career development program
Developing a roadmap for employee progression within the organization is a priority. The department has developed a career path for employee upward and lateral growth, defining skill levels that correlate to flex steps for advancement within job positions. In early 2007, the department will submit recommendations to the Employee Relations Department to move forward to reclassify positions that properly match the skill level required.

Recognizing employees
Recognizing outstanding achievements and contributions of staff for the work they do and the success they achieve for the department and customers is important and will be recognized in the following manners:

- Awards for outstanding work
- Communicating success
- Personal recognition

A skilled and efficient workforce can save time and money and leads to higher productivity and customer satisfaction.
Initiatives to Achieve Information Technology Goals

Initiative 1: Infrastructure
Initiative 2: Integration
Initiative 3: E-government
“When computers are networked, their power multiplies geometrically. Not only can people share all that information inside their machines, but they can reach out and instantly tap the power of other machines, essentially making the entire network their computer.”

Scott McNeely, CEO, Sun Microsystems
A Modern Computing Environment

Upgrading and expanding the Municipality’s computer infrastructure

Introduction

Successfully meeting the goals and strategies outlined in the Infrastructure initiative provides the foundation for which the Integration and E-government Initiatives will be achieved.

The IT Department, working with information technology staff from the Anchorage Police Department, Fire Department, Municipal Light and Power, and other departments, will modernize and upgrade the Municipality’s infrastructure, including networks, servers, and communication hardware and software.

The E-Government and Integration initiative projects will rely entirely upon this computing infrastructure. As these projects and initiatives are rolled out and the service offerings expanded, a reliable and sustainable infrastructure becomes ever more important and vital.

An infrastructure that fails frequently or does not provide adequate levels of performance will undermine the success of E-Government and Integration projects.

Departments will be automating more and more of their business processes and workflows and placing more information in digital and electronic formats. The amount of information produced and used and the capacity required to handle it is expected to grow exponentially year after year. New applications and improvements will also continually demand more speed, functionality and stability from the underlying infrastructure. Ultimately, the infrastructure must be scalable, cost-efficient and adaptable to accommodate these continually growing needs.

Some of the infrastructure projects planned or currently underway to provide a sound infrastructure solution for the E-Government and Integration initiatives are:

- Wireless internet in municipal libraries
- Wireless in the downtown area in summer of 2007
- Increasing internet bandwidth in the first quarter of 2007
- Kiosks at municipal libraries and other public buildings
- Email system upgrade
This infrastructure must not only meet today’s requirements, it must be ready to scale and adapt as new requirements arise. The infrastructure initiative goals of providing a highly available, effective, efficient, and dynamic infrastructure are key responsibilities of the IT Department and are fundamental to support the goals of this technology plan.

As the goals for E-Government and Integration evolve, so too will the requirements to expand into new technologies. In the next three years, the IT Department anticipates expansion of the technology infrastructure in the following areas:

- Wireless networking
- Mobile computing
- Streaming video
- Voice-over-IP system

Goal 1

Anticipate and meet the infrastructure needs of the Municipality

Strategy: Maintain and expand the municipal computing environment

Customers expect technology infrastructure to function in much the same way as other traditional infrastructures do, like water or electricity services. You flip a switch or turn a knob and expect it to be there and work. In other words, customers are concerned with infrastructure only when it doesn’t work. It is the objective of the IT Department to provide a “transparent” infrastructure that continually meets the needs of our customers.

The first step to providing a sound infrastructure is keeping the computing environment current and supportable. Vital software, hardware and infrastructure systems should not be allowed to become obsolete, which inevitably results in degraded performance and systems that can no longer be adequately or cost-effectively maintained and supported. It is inherently much more expensive and inefficient to upgrade systems that have been allowed to become obsolete or degraded. The IT Department is currently adopting lifecycle management processes for all infrastructure hardware and software to allow us to upgrade as needed and stay current on technology through upgrades, vendor support and maintenance and the proactive replacement of components.

Goal 2

Increase the stability and availability of the municipal computing environment

Strategy: Improve the management, monitoring and security of the municipal computing environment

Effectively monitoring and proactively managing the “health” of complex infrastructure environments without established tools and procedures is impossible. IT Department is developing an overall vision to improve the management and monitoring of data, network, computer and other information technology infrastructure systems of the Municipality. In the first quarter of 2007, we will implement new data management tools to decrease the amount of staff time spent manually conducting data management tasks and increase our capability for the disaster recovery of data.

Proactive monitoring also allows us to correct problems, add capacity and maintain a highly available environment. A stable computing environment increases productivity within municipal departments and greatly improves the usability and availability of services provided to citizens, businesses and tourists of Anchorage.

Summary:

A stable and scalable infrastructure is the cornerstone of our information technology strategy. We are committed to investing in and committing the resources required to making sure our infrastructure is ready and capable of sustaining the growth, performance, and functionality required by our customers.
# Infrastructure planned for Anchorage

1. **Making Anchorage a Wireless City**

The Municipality is soliciting proposals for a telecommunication company to provide full wireless service to the downtown area of Anchorage and eventually extending this service to the whole Anchorage Bowl, Chugiak-Eagle River and Girdwood. This new and innovative technology will have a positive impact on Anchorage citizens by attracting tourists, new businesses and residents to the area. Other wireless projects include providing citizens free access at public places including libraries, downtown kiosks, and government buildings allowing citizens, businesses and visitors the ability to interact online with municipal government.

2. **Better Public Safety Through Information Technology**

The municipal information systems and communications network play critical roles in enforcing public safety and ensuring disaster preparedness. Planned network improvements will leverage wireless technology to extend APD systems into substations, patrol cars, high schools, and area hospitals. The wireless network downtown will have a secured frequency exclusively designed for public safety services. Automatic Vehicle Locator (AVL) technologies, powered by global positioning systems, will streamline police dispatching processes and enhance the E911 system.

3. **New Records Storage and Management Initiative**

An Electronic Records Management System (ERM) will provide an efficient and effective means for managing municipal records—from creation, through maintenance, to ultimate disposition. This deployment will cross dozens of municipal departments and will eventually control tens of thousands of records and documents.
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<td>Anticipate and meet the infrastructure needs of the Municipality</td>
<td>• Email upgrade</td>
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<td>Maintain and expand the municipal computing environment</td>
<td>• Backup system upgrade</td>
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- **Goal 1**
  - **Anticipate and meet the infrastructure needs of the Municipality**
  - Strategies include:
    - Email upgrade
    - Active Directory upgrade
    - EOC storage upgrade
    - Server upgrade
      - City Hall servers
      - EOC servers
      - Data Center servers
  - Results:
    - Improved functionality
    - Improved performance
    - Allow department to “self-serve” information
    - Expand availability of email and calendaring through the web and handheld devices
    - Improved functionality of Web Mail
    - Simplified remote access for users
    - Increase data capacity — 400% in 2007

- **Goal 2**
  - **Increase the stability and availability of the municipal computing environment**
  - Strategies include:
    - Citrix implementation
    - Network upgrades
      - Permit center
      - DHHS
    - AFD
    - Loussac Library
    - City Hall storage upgrade
    - Backup system upgrade
    - APD upgrades
      - Card reader system
      - E911 network split
      - Wireless project
      - HQ network upgrade
      - Cops in schools
  - Results:
    - Improve data archive and retrieval
    - Reduced data restore time
    - Reduced staff time to manage data
    - Improved stability and increased uptime of network, sever and desktop environments
    - Municipal technology security policy
    - Proactive monitoring tools
    - Historical auditing of security logs
    - Regulatory compliance
“Information technology and business are becoming inextricably interwoven. I don’t think anybody can talk meaningfully about one without talking about the other.”

Bill Gates, Microsoft
Introduction

The Integration initiative is the second building block to improve information technology services within the Municipality. In fact, the E-Government Initiative cannot be fully realized until employees are conducting the business of government via integrated processes, and internal systems share the same information across agencies and departments. The key to this is dispensing with proprietary “technology islands” and “silos” of information and moving towards integrated systems and data sources that allow traditionally disconnected and disparate agencies to work together and more easily share information.

As data sources and business application systems are integrated, we will also take advantage of the resulting opportunities to consolidate business processes and make them more efficient. We will aggressively encourage and enable the business units to take advantage of these opportunities. The IT Department will also continuously review and improve its own internal business processes and systems.

Goal 1

Reduce the total cost of ownership for business process supporting systems

Strategy: Consolidate the number of disparate business systems

Reducing the number of disparate systems and processes in the Municipality will reduce cross-departmental inefficiencies. Often, a single application or process can be utilized for similar business units to achieve the same desired result. By standardizing the applications and processes, IT will facilitate information and share data across departments and in effect empower departments to provide better service to their customers. Effective staff allocation will be derived through improved reporting and better management of performance measures.
Goal 2
Increase municipal departments’ capacity to provide improved public services

Strategy: Consolidate the number of data sources
Reducing the number of data sources and standardizing data will enable agencies to share information across departmental workflow and application boundaries. A simplified data environment that is designed to support diverse applications will serve the Municipality much better than the existing “silos” of proprietary information. A single source of managed, secure and accurate data will also eliminate redundant and confusing versions of data and enable “real-time” access to data for applications and users as the data is modified or changed by the end user. Also important is the ability to provide a universally accessible “gold-standard” for such key functions and information as address verification.

Strategy: Improve internal IT business processes
Customers and business units are also affected by how well the IT Department conducts its own internal business practices, therefore it is vital that we find ways to improve these processes and increase efficiencies within the IT organization itself. The department will also assess the benefits of partnering with external businesses for cost effectiveness and efficiencies. A good example is the storage of Municipal records. The demand on staff to maintain records would evolve into meeting the needs of IT customers and standards set by the Records Management industry. Other areas include improved contract management and software compliance which will allow the IT Department to reduce costs and allocate resources more efficiently. Concentrating on improving asset management processes and procedures will result in better budgeting and smarter procuring for the IT Department and its customers. Standardizing our forms processes and procedures will result in more efficient use of IT resources and make it easier for our customers to request work. The ultimate goal of all these improvements is to allow the IT Department to shift staff to high-value projects and tasks for our customers. It is equally important to the IT Department to foster positive communication and develop strong relationships with our customers. The department will promote the free-flow of information to successfully achieve these goals.

Summary
The Hansen Code Enforcement Project is a good example of how this initiative will be implemented and clearly demonstrates the advantages of integrating business processes and data to a single source. Whereas previous code enforcement activities were spread across multiple departments and software applications, they are now consolidated on a single system. The result of this has been that departments have stream-lined and improved their code enforcement work-flows; inspectors are now able to work in the system directly from the field and citizens can easily track and view their complaints, regardless of the agency handling them.
Integration planned for Anchorage

1 Integrating Municipal Land-Based Systems

Integrating municipal land-based systems will allow users to work from a common database using technology tools and standard business practices. The first phase, the Code Enforcement module gives employees the ability to manage the intake, routing, tracking, and resolution of citizen code complaints. Other modules will include permitting and inspections and asset management. All modules give citizens the ability to request services online. A benefit and costs savings to the Municipality is the “field reporting” capabilities of this system which allows employees in the field the ability to record data and send it to the office via a wireless connection, allowing immediate processing.

2 A New Operating and Capital Budget System

The Municipality is in the process of acquiring a modern commercial off-the-shelf information system to support the formulation and analysis of its operating and capital budgets. This will replace an obsolete system and gives departments significantly greater ability to prepare, analyze, monitor and measure their budget activities. Plans to “go live” with a new system is scheduled in the near term so that it can be used to develop future biennial operating budgets and capital improvement budget/capital improvement program.

3 Upgrade Plans for Financial and Human Resource Payroll Systems

A comprehensive project planning effort will begin in January 2007 to identify and evaluate the most cost-beneficial and functionally sound set of business applications available in the market place to fulfill the Municipality of Anchorage’s financial and human resource payroll needs. The Municipality’s general government and two utilities, Municipal Light and Power and Anchorage Water and Wastewater will combine technical resources to undertake this effort and will jointly produce a timetable to proceed with the new system acquisition and implementation.
## Goals—Strategies—Results

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<td>Reduce the total cost of ownership for business process supporting systems</td>
<td><strong>Consolidate the number of disparate business systems</strong>&lt;br&gt;• Enterprise Application System&lt;br&gt;• Upgrade Case Management System&lt;br&gt;• Budget Automation System&lt;br&gt;• Online Citizen Based Purchasing System&lt;br&gt;• Documents/Records Management System&lt;br&gt;• Employee Checklist System&lt;br&gt;• Assembly Automation System</td>
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<td>• Increased uptime of network, server and desktop environments&lt;br&gt;• Eliminated duplicate data entry and processes&lt;br&gt;• Staff time used more efficiently&lt;br&gt;• Reduced data entry of time and labor&lt;br&gt;• Improved accuracy of data&lt;br&gt;• Reduced paperwork, in effect reduces storage costs&lt;br&gt;• Better tracking and management of contracts and agreements</td>
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<td><strong>Improve internal IT business processes</strong>&lt;br&gt;• Asset Management System&lt;br&gt;• Municipal-wide forms online&lt;br&gt;• Software tracking&lt;br&gt;• Municipal-wide timecard automation&lt;br&gt;• Life-cycle management&lt;br&gt;• Records storage&lt;br&gt;• Contract management</td>
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“The battle to put government online has been won. But the battle to put citizens online has only just begun.”

John Naughton, Professor of the Public Understanding of Technology, Open University, United Kingdom
Introduction

The E-Government Initiative, the last of the three key focus areas of this plan, rests atop the solid technology foundation established by the previous two initiatives. Ultimately, this initiative stands to have the most direct influence on the lives of Anchorage residents, visitors, and businesses, as it leverages the internet through web-based applications and other technologies, enhancing access to, and the delivery of, municipal information and services to the public. Additionally, this initiative will introduce improvements and efficiencies in both municipal and inter-agency operations.

Anchorage boasts one of the highest rates of residents online per capita in the country. Our municipal government has worked diligently to stock the more than 2500 pages of the municipal website with useful information for public use.

MyNeighborhood, the Municipality’s recently released online mapping tool, provides valuable neighborhood information on public safety, health, education, family, recreation, and a number of other themes.

Our goal in E-Government is to build on these successes. While the current phase in electronic government may be characterized most notably by the vast increase of available information on the public internet, we feel the public is ready for the next stage of E-Government, where in public services, such as paying parking tickets or property taxes, or applying for a building permit or a municipal job, become accessible online.

It is fitting then, that at this 10-year milestone in the lifespan of the municipal website, we introduce a plan to provide a blueprint in which new and improved online services are to be successively released to municipal residents, businesses and other government agencies over the coming years.
With input from other municipal departments, community councils, and citizen outreach groups, the following goals outline the approach the IT Department will focus on as we plan, build, and implement online services to benefit all Anchorage citizens, businesses, and organizations.

**Goal 1**

**Increase quantity and quality of online services and products**

**Strategy: Conduct community outreach campaign**

The E-Government Initiative will have a wide outreach. Central to its success will be its ability to assess and address the needs of the community. Therefore, it will be vital that the community outreach campaign, planned to begin in early 2007, provide the Municipality with feedback as to which online services will be most beneficial now as well as in the future. This campaign will foster community dialog and provide a framework for delivering online services and products. Prioritizing, developing and launching E-Government services slated under this initiative will be an ongoing, multi-year effort that will extend past the extent of this plan.

Over time the portfolio of E-Government services will grow as the IT Department evaluates, develops, and launches one application after another based largely on input from the public.

**Strategy: Build technology infrastructure and environment**

Perhaps the most ambitious project of the E-Government Initiative is that which will have the least transparency—the application framework and infrastructure. The E-Government software platform will be scalable, so it can grow and extend over time with enhancements and upgrades.

Many of these new public facing services will be interacting with critical back office municipal computing systems. Therefore, the IT staff will be focused on developing secure middleware modules designed to interact under strict specification with existing systems in precisely defined methods. Requests to this municipal “E-Government Engine” will abide by a defined set of rules in a given structure and will be processed through a secure network area or zone (DMZ). Software monitoring tools will measure performance, speed, reliability and security.
Strategy: Redeploy existing and develop new online services

The suite of E-Government services will expand steadily over time, based largely on community input and demand for online services and products. Providing new and innovative services are at the heart of the E-Government initiative. Early plans include building or enhancing online services such as permits, parking tickets, police reports, interactive mapping, web reporting, job applications, bus routing, assembly meetings and many others to be determined in the outreach phase of the plan.

This growing portfolio of online services will expand in number and depth as E-Government modules are scoped, tested and released to become part of the E-Government suite.

Goal 2
Enhance customer online experience

Strategy: Improve municipal website design and function

The municipal website (www.muni.org) will be the entry point for E-Government applications. A professional site redesign based on citizen surveys, web standards and content requirements will enhance the user’s experience by reinvigorating the look and feel of the website. The new navigation will go far in establishing a cohesive and logical flow for the site; we’ll work carefully to provide information and services needed within three mouse clicks.

Strategy: Facilitate access to online services

Part of making E-Government services a valuable community asset, is to make them widely available to Anchorage citizens. With that in mind, the Municipality is planning to place kiosks in key public facilities, including City Hall and the Loussac Library. In addition, a wireless network blanketing downtown Anchorage—scheduled for launch the summer of 2007—will greatly enhance both the availability and the value of municipal online services.

The Municipality will take a number of approaches to building and improving public access. Foremost in this consideration, is the citizens and the departments we serve.

Summary

In this E-Government Initiative, we have outlined goals and strategies that will guide us toward providing a platform for growth well into the future.

By utilizing E-government best practices, technologies, and strategies, the Municipality of Anchorage will have greater opportunity to deliver services, products and information of increased value to the public.
BETTER ONLINE SERVICES

Easier

Convenient

Personalized
Connecting Residents, Businesses, and Visitors with Government

Beginning in early 2007, the IT Department, along with the cooperation and effort of all municipal departments will began a new E-Government initiative that will provide new and improved online digital services and products for residents, businesses, visitors and the general public. All users of the Municipality of Anchorage's website (www.muni.org) will be able to perform more government transactions online, from paying a parking ticket to purchasing tickets for municipal sponsored events.

Improving Information Technology in Public Facilities

Information technology upgrades to the Anchorage Assembly Chambers are planned for 2007 with the installation of new and improved audio-visual systems, allowing video streaming of Assembly sessions to the web. The lobby at City Hall will have an electronic bulletin board, displaying streaming video of live events or up-to-date events within the Municipality or other areas of local interest. Kiosks will be installed to provide self-serve online access to municipal government services at City Hall and other key public gathering areas such as municipal libraries. Wireless internet for citizens using laptops of other mobile devices will soon be offered in all municipal libraries.

MyNeighborhood Phase II

MyNeighborhood, the Municipality’s one-stop online mapping and resource center, provides citizens with information about property, recreation, local services, plans and places within Anchorage area neighborhoods. MyNeighborhood, Phase II will incorporate additional information and services to the application, such as locations of publicly funded art pieces, community kiosks and park structures. Integrated reservation and payment options will further enhance the value of this already popular community asset.
## E-Government

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<th>Goals</th>
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<td><strong>Goal 1</strong></td>
<td>Increase quantity and quality of online services and products</td>
<td><strong>Conduct community outreach campaign</strong>&lt;br&gt;Areas of Focus:&lt;br&gt;- Key user groups&lt;br&gt;  - Community councils&lt;br&gt;  - Businesses&lt;br&gt;  - Anchorage area schools&lt;br&gt;  - Seniors&lt;br&gt;- Youth&lt;br&gt;  - Municipal departments&lt;br&gt;  - State government&lt;br&gt;- Citizen Surveys - sample surveys using local survey firm</td>
<td><strong>Convenient and simplified interaction of citizens and government</strong>&lt;br&gt;<strong>Increased internal government operational efficiencies</strong>&lt;br&gt;<strong>Reduced turnaround time for government services</strong>&lt;br&gt;<strong>Improved data gathering and exchanging process</strong>&lt;br&gt;  - Decrease data entry&lt;br&gt;  - Reduce data redundancy&lt;br&gt;  - Increase data accuracy&lt;br&gt;<strong>Hub for community outreach and interaction</strong></td>
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<td>Build technology infrastructure and environment</td>
<td><strong>Areas of Focus</strong>&lt;br&gt;- Application development environment&lt;br&gt;- Web production environment&lt;br&gt;- Authentication and security - sample surveys in the entire MOA</td>
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<td>Redeploy existing and develop new online services</td>
<td><strong>Areas of Focus</strong>&lt;br&gt;- Permits&lt;br&gt;- Parking Tickets&lt;br&gt;- Police Reports&lt;br&gt;- Interactive Mapping&lt;br&gt;- Web Reporting&lt;br&gt;- Job Applications&lt;br&gt;- Bus Routing&lt;br&gt;- Assembly Meetings</td>
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<td>Enhance customer online experience</td>
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<td><strong>Increased use of online services</strong>&lt;br&gt;<strong>Streamlined staff interaction time with public</strong>&lt;br&gt;<strong>Increased availability of government</strong>&lt;br&gt;<strong>Improved performance of municipal website</strong>&lt;br&gt;<strong>Increased availability of technology to citizens</strong></td>
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<td>Facilitate access to online services</td>
<td><strong>Areas of Focus</strong>&lt;br&gt;- Community kiosks&lt;br&gt;  - Libraries network upgrade&lt;br&gt;  - City Hall&lt;br&gt;- Public wireless&lt;br&gt;  - Downtown&lt;br&gt;  - Libraries&lt;br&gt;  - City Hall</td>
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Delivering information technology that improves government services, increases economic opportunity, and enhances the livability of our community.
2007 Information Technology Plan
Information Technology Department
Municipality of Anchorage
Mark Begich, Mayor
January 2007

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