

City of Parkland  
Information Technology  
Strategic Plan



## Executive Summary

The Strategic Information Plan for the City of Parkland (“City”) identifies seven key strategic issues that the city must address in order to collect, manage, distribute, and use information effectively. These seven issue areas include:

- Services
- Efficiency
- Organization
- Personnel resources
- Physical assets
- Security
- Change and uncertainty

“**Services**” addresses the need for information and the systems that manage it to serve the public good. Whether used to inform of the policy-making process, to improve the efficiency and effectiveness of city operations, or to create opportunities for citizens to interact with their government, information must be accessible and easy to use, serve the needs of users as well as the needs of government, and create additional value for City residents.

Information and technology offer unsurpassed opportunities to increase the **efficiency** of Parkland’s city government. However, like any other city system, information systems too can be made more efficient. Consolidation, standardization, and virtualization of systems will help to reduce Parkland’s information management costs. To take advantage of the new efficiencies imparted by advances in technology, the City must prove willing to make annual budget commitments in technology in order to realize greater savings over time.

In order to fully utilize the value of its information, the City must **organize** its information and technology resources in a way that will maximize their benefits to residents, businesses, and City users alike. Elimination of ad hoc decision-making by departments, reduction in the number of redundant systems, creation of clear lines of authority, and designation of a citywide leader who will be accountable for maintaining and expanding the scope of the City’s information resources will enable Parkland to advance more effectively its information and technology vision.

Outside of the information itself, the **personnel resources**, or City Staff, who support and maintain information systems represent Parkland’s greatest investment and most valuable asset. To ensure that it continues to hire and retain the highest quality information technology specialists Parkland must respond flexibly to critical staffing needs, match employee skills to task requirements, and provide training opportunities that will enable staff to continue to contribute to the city’s vision despite rapid changes in technologies.

Parkland’s information infrastructure comprises a large number of **physical assets**. Virtualization of servers has reduced the physical number of servers. These assets create an architecture which allows the city to collect, store, distribute, and use important data safely and efficiently. To use these resources most effectively the City must know and fully understand their capabilities. Only then can it employ them in a way that will maximize benefits both to the community and to the City.

In today’s interconnected environment, malicious and destructive threats abound. Parkland must aggressively and continuously implement the **security** measures needed to protect vital City information

and systems from attacks from both outside and inside the organization. Typically, users represent one of the most vulnerable points in any information system. The city must train its users to recognize potential risks and to act as a first line of defense in protecting Parkland's information resources.

The city must work proactively to manage the **change and uncertainty** that accompanies rapid advances in technology. The Strategic Information Plan is a critical component that represents an important first step toward ensuring that Parkland faces the future prepared for the inevitable coming changes in technology. Longer-term vision and commitment to appropriate funding are also crucial to the city's ability to shape its own information future.

## **Introduction**

### **The Importance of Strategic Planning**

Since the 2004, many City of Parkland departments have based their planning and built their operations around a Strategic Plan. The Strategic Plan outlines a vision for the City's future and defines not only a "big picture" view of what the City wants to accomplish, it also sets specific objectives, goals, and recommends action plans that will guide City departments through issues that confront them today, and the challenges they will face in the future.

Within this strategic planning framework, the "Strategic Information Plan" fills two critical roles. First, it details how information and information technology will play a part in helping the City achieve its overall strategic vision. Second, the Strategic Information Plan creates goals and objectives for managing information and prescribes activities that will guide development, maintenance, and use of information, technology, and communications systems citywide.

By using information and technology to streamline building permits, more effectively allocate public works personnel, or quickly process code cases Parkland creates more value for its citizens. By completing more work at the same cost or the same work at less cost the City increases operating efficiency and gets the maximum return for every taxpayer dollar spent. In this way, Parkland's Strategic Information Plan serves the city's strategic goal that would ensure that residents and businesses obtain high value from and pay a fair cost for services the City delivers" by offering strategies that help the City manage and use information to the greatest benefit possible.

### **City of Parkland Information Technology Mission**

To use and share information in ways that will provide the maximum efficiency and greatest benefit to Parkland's citizens, businesses, and city government.

## Information and Technology Strategic Issues

### 1. Services

**Strategic Goal:** Provide information systems that facilitate public interaction with City government, helps policymakers reach informed decisions, and enables City departments to operate more efficiently and effectively.

Cities exist to provide services to their residents, typically services that the private sector either cannot or will not provide. However, to ensure the efficient use of tax dollars, cities must first make certain that they offer services that people want and need. Cities must then ensure that they provide those services at the lowest cost possible.

Information and information systems play a role in the provision of services in many critical ways. First, information leads to knowledgeable decision-making. The City's policymakers and its service providers both rely on accurate and reliable information to serve constituents. To govern effectively, Parkland's policymakers — the Mayor, Commissioners, and City Manager — must fully understand the complexity of issues and the consequences of their legislative actions. Second, to implement properly the directives issued by the Mayor, Commissioners, and City Manager, department directors must possess knowledge of conditions under which they must carry out policymakers' directives.

Finally, information itself often represents a highly valuable service to the citizens of Parkland. When the City uses its website to offer an easy search of City Codes or Regulations or to detail various ways to procure a license or permit, information — made readily available and easily accessible to prospective users — *becomes* the service. To ensure that users consistently obtain value from the information and interactive services that Parkland offers, the City must strive to identify what people want and need and make that information easy to get and use.

#### 1.1 Strategic Objectives

- Provide information and services that users want and need.
- Build information, systems, and processes that respond to the needs of Parkland's citizens as well as the internal needs of government.
- Ensure that information and services are accessible and easy to use
- Use new and emerging technologies to create additional value for City residents

**1.1.1. Strategy 1:** Increase contacts with residents by soliciting feedback on existing programs/systems and input for development of new programs/systems. Use the resulting data to evaluate the ways in which the City provides information, how that information is used; and to identify areas in need of improvement

**1.1.2 Strategy 2:** Simplify systems and make them more responsive to customer needs. Think like citizens first and City employees second.

**1.1.3 Strategy 3:** Take advantage of opportunities created by the convergence of technological improvements and growing demand for services to develop systems that meet or exceed changing customer needs.

**1.1.4 Strategy 4:** Create a simple-to-use, consistent, and comprehensive e-government portal using the City’s website, that will provide resident and business users with easy access to information and services.

## **2. Efficiency**

**Strategic Goal:** Create an organizational structure, information systems, and beneficial partnerships that will allow the City to derive maximum advantage from available information at the lowest possible cost.

When residents and businesses pay taxes to their City they expect to receive, in return, critical services such as police and fire protection, garbage pickup, and countless others. They also rightfully insist that government deliver those services efficiently, returning the greatest amount of value in services for the lowest possible cost.

Information and information technology play a key role in helping governments work more efficiently by supplying critical tools that help cities increase their productivity. However, maximizing gains in efficiency demands more than just technological innovation. The other side of the equation — how people use information and manage technology — offers many additional opportunities to increase the efficiency of information systems by reducing costs and adding value. Two of the most obvious opportunities center on the application of simple economic principles to management of information systems: systems operate most efficiently when sized to fit the task and developed to take advantage of economies of scale.

“Right-sizing” and economies of scale point towards the efficiency advantages Parkland can gain through consolidation of specific activities and resources. Whether applied narrowly such as implementation of a single citywide e-mail system, or on a broader scale with virtualization of servers. Consolidation of services typically offers a very effective way for Parkland to lower costs while continuing to provide high levels of service.

Moreover, consolidating the city’s diverse array of existing information systems will yield additional benefits. Hardware and software will become increasingly standardized, making equipment easier to purchase, maintain, and use irrespective of the users’ location within city government. Virtualization will increase reliability and redundancy of systems. Funding choices will become simpler when the city must support only one e-mail system or database (instead of four or five.) Consolidation of information management activities will also create an opportunity to evaluate more objectively alternative service delivery models.

Cities themselves perhaps offer the best example of the efficiencies that result from bringing things together. Over the past decade, unchecked systems development hand, has created a type of information “sprawl”, with redundant systems serving similar purposes spread throughout many of Parkland’s larger departments. Consolidation – when properly planned, implemented, and managed – will create leaner, faster, more efficient systems that adapt more easily to a rapidly changing environment.

## 2.1 Strategic Objectives

- Implement an organizational structure that eliminates redundancy of effort, creates greater accountability, and matches the optimal method of providing service with the service provided.
- Expand and enhance cooperative relationships with vendor partners and other units of local and state government.
- Effect citywide standards for appropriate hardware and software.
- Develop and implement systems whose architecture will allow them to scale to meet demand.
- Establish a comprehensive system for evaluating, adopting, funding, and managing information technology projects.

**2.1.1 Strategy 1:** Use resources to best advantage by eliminating redundant operations; tailoring skills to tasks or tasks to skills, as appropriate; and retraining staff where needed. Appropriately “size” systems to task and outsource activities where benefits clearly outweigh costs.

**2.1.2 Strategy 2:** Continue and expand efforts to forge mutually beneficial partnerships with private sector vendors and other governmental agencies.

**2.1.3 Strategy 3:** Develop and implement citywide standards for certain types of computer and networking hardware and for specific types of software including e-mail, desktop applications, web applications, anti-virus, and others.

**2.1.4 Strategy 4:** Make simplicity and ease-of-use a priority in the design, purchase, development, and implementation of city information systems. Building applications and systems that provide required functionality yet that are simple to maintain and operate will help reduce support and personnel costs over the long term.

**2.1.5 Strategy 5:** Develop a project review process (similar to that used to review capital projects) that would evaluate proposed information technology projects in terms of benefits compared to costs (both short and long-term), compliance with citywide standards, appropriateness to department, and consistency with goals outlined in the city’s strategic and strategic information plans. Monitor projects on an ongoing basis to ensure that they continue to meet the criteria established in the initial review process.

**2.1.6 Strategy 6:** Create a flexible long-term strategy for funding investments in new technology. Recognize need to invest in projects that yield long-term benefits. Consider alternative procurement strategies (such as leasing) and a wide range of funding options (including resumption of the Information Technology Fund.) Adopt new technologies when benefits can be proven.

### 3 Organization

**Strategic Goal:** Increase efficiency and coordination in the development and maintenance of information policy and technology systems by creating well-defined roles, identifying clear lines of authority and accountability, and placing policy-making authority with policy makers.

A sound organizational structure helps to create more efficient management of information. Organization sets the tone for operations; it establishes responsibility and accountability. A responsive organization offers open lines of communication, which help to shorten the distance between the bottom and top of the hierarchy. The right organization creates an environment where people are encouraged to become more efficient—and to work cooperatively and collaboratively to serve the best interests of the entire organization.

Fundamentally, Parkland does two things with information: the city uses it for decision-making purposes and the city manages the technology that collects, stores, maintains, and distributes it. However, these two things using and managing represent very separate and vastly different functions. Over the years the line between these activities has become increasingly blurred. Departments need good information to make good business decisions. That does not necessarily mean they need to create systems to collect, store, maintain, and distribute it, particularly when a dozen other city departments have created similar systems to achieve nearly identical goals.

In the recent past the city has largely deferred to departments to decide, based on their own business needs, what hardware, software, and systems to implement. When fully operational, these systems sometimes did and at times did not share data cleanly and work compatibly with systems in other departments. The chances for successful interoperability increased substantially however, when departments worked together to achieve an outcome that benefited all participants.

Consolidation simply expands the concept of scattered departments intermittently “working together” to a full-time effort implemented on a broader, citywide scale. It creates a consistent framework not only for running systems and managing information but, more importantly, for reaching critical decisions regarding citywide information sharing and management. A framework that will look beyond the business needs of a single city department, or even two or three departments, to determine what works best for the entire city.

In that context, departments will no longer make ad hoc information management decisions based solely on their own business needs. Instead they must make a compelling business case to justify installing, operating, and maintaining an information system that differs from one used by other departments citywide. Requesting agencies would also need to cite specific *unique* benefits that the non-standard system would offer that will more than offset the higher direct and indirect citywide costs of operating and coordinating multiple systems.

Similarly, departments that treat data as proprietary property would need to recognize that while they may serve as custodians and primary users of that data. The information itself belongs not to them but to the City of Parkland. Full-time, real-time citywide sharing of information will replace isolated instances of interdepartmental cooperation only when the city creates an open database, organized in a consistent format, using standardized software, that fully meets the needs of *every* user department.

This does not necessarily suggest that departments cannot and should not under any circumstances manage their own information and information systems. Answers to key questions concerning cost, scale, systems interoperability, interdepartmental data sharing, security and others may reveal that, in some cases, it makes *greater* sense for the department to maintain data and systems than to consolidate them centrally. However, the people who answer these “key” questions must be policymakers, not the departments themselves. For these major decisions, in fact, create the policies that dictate how the city manages its information and operates its information systems.

### **3.1 Strategic Objectives**

- Create clearly defined roles
- Consolidate citywide activities
- Retain departmental role in supporting functional activities
- Designate a leader in information policy
- Increase cooperation among city departments
- Reassert the role of policy makers in the formation of information policy

**3.1.1 Strategy 1:** Create a system of information technology management, where citywide interests such as e-government, e-mail, databases, and network management are centralized while systems supporting departmental functions remain under the control of their respective departments.

**3.1.2 Strategy 2:** Establish well-defined and consolidated areas of information technology responsibility, based on cooperative efforts among city departments, the administration, and the Commission.

**3.1.3 Strategy 3:** Concentrate authority and accountability for Parkland’s information-related policy in the City Manager’s Office.

**3.1.4 Strategy 4:** Create clear lines of authority and responsibility within and across information technology organizations throughout the city.

**3.1.5 Strategy 5:** Replace the existing ad hoc departmental-centric system for creating information policy with an organized process that gives policy makers authority for making major information management and systems policy.

## **4. Personnel Resources**

**Strategic Goal:** Design and implement a flexible and responsive system for hiring and retaining personnel that will create an efficient and effective match between information technology (I.T.) staffing resources and rapidly changing I.T. needs.

Well-trained professional IT personnel increase the likelihood that information systems will run with a minimum of “down” time, return to service more quickly when problems do occur, and experience fewer errors while in operation. In mission-critical City systems such as Development Services, Email, Code Enforcement, and financial software reliable operations can literally become a matter of life or death.

Historically, information technology has proven a fast-paced, highly changeable employment environment. Hardware and software advances happen quickly, bringing rapid change and a high degree of uncertainty into the industry. At times, changes in technology can occur so swiftly that employer and employee alike discover that the skills which permitted staff to make significant contributions to the efficient operations of systems just a year or two ago have now become largely obsolete.

Training programs help Parkland protect its investment in personnel resources by providing employees with a valuable opportunity to “keep pace” with changes in technology. Through ongoing education, staff may either enhance their existing skills or develop new capabilities that will enable them to continue as valued contributors to the operations of city government. Advancement opportunities along a well-defined promotional path also help the city retain highly capable and promising new employees. However, Parkland must do more to minimize the potential loss of institutional knowledge in its transition to younger employees from more experienced staff.

At times, the best source for obtaining a certain service may lie beyond the walls of Parkland’s city government. Hiring outside vendors to complete particular tasks, or outsourcing can sometimes offer a viable alternative to using City employees for the same purposes. However, outsourcing, in and of itself, does not guarantee greater efficiency, better service, or lower cost.

Moreover, increased reliance on outside sources for development, support, and maintenance services may create new and unforeseen uncertainties about the long-term viability of a system. Outside service providers sometimes “disappear”, going out of business, changing their business models, or simply through staff turnover. Unless the contractors have meticulously documented their efforts, disruptions to service almost surely will occur as work transitions either to a new vendor or back to city staff.

Outsourcing will typically create increased efficiency only in areas where efficiencies already exist. In other words, the City cannot create a “solution” by outsourcing a “problem.” To increase prospects of success, an outsource should focus on delivering a narrowly and clearly defined service on as broad a scale as possible.

### **4.1 Strategic Objectives**

- Create opportunities that will enhance the city’s ability to hire and retain high-quality information technology professionals

- Offer training opportunities that will enable technical staff either to enhance valuable skills or to develop new proficiencies that will allow them to continue to contribute to Parkland's city government.
- Use personnel resources to best advantage by matching employee skills to requirements
- Outsource activities where appropriate and when clear benefits can be shown

**4.1.1 Strategy 1:** Develop and implement compensation and pay administration practices that allow the City to attract, retain and motivate information systems professionals. Create needed advancement opportunities where none currently exist.

**4.1.2 Strategy 2:** Develop and implement creative recruitment strategies to identify and reach potential information technology candidates. Explore methods by which the city can facilitate the application and examination process in this highly competitive market.

**4.1.3 Strategy 3:** Create a working environment that benefits both the city and its employees by matching employee skills with task requirements.

**4.1.4 Strategy 4:** Identify levels of knowledge, skill, and ability that will ensure the success of information technology staff and use these criteria to recruit, select and train new information technology professionals.

**4.1.5 Strategy 5:** Ensure that staff skill levels keep pace with rapid changes in technology and the market by both identifying and funding information technology development and training needs.

**4.1.6 Strategy 6:** Review information management activities citywide and identify prospective services for outsourcing based on existing efficiency levels, anticipated improvements in efficiency or service, and long-term implications for effective use of information by residents, policymakers, and city departments.

## 5. Physical Assets

**Strategic Goal:** Develop, preserve, and extend the physical systems and infrastructure needed to support efficient storage, distribution, and use of important information.

Physical assets, along with staffing resources, represent Parkland's two largest investments in information technology. Including everything from servers and switches to conduit and cable, the city's information infrastructure creates an architecture in which the City can collect, store, distribute, and use important data safely and efficiently.

Before the City can use its assets to greatest effect it must first *know* the types, quantities, condition, and capabilities of the resources it has available. Parkland's information technology infrastructure comprises a staggering array of hardware and software resources. Spread across more than a dozen city departments and ranging in size from parts for a simple desktop PC to miles of cable buried underground, compiling and maintaining a complete and up-to-date inventory of physical assets represents a challenging yet essential component of managing Parkland's information infrastructure.

A comprehensive asset management program will allow Parkland to purchase, maintain, and replace resources more efficiently and to use the resources it has more effectively. An accurate timely inventory of assets will ensure that city departments remain in compliance with software licensing requirements, lead to elimination of obsolete (and potentially hazardous) equipment, identify redundant systems, and reduce costs. Similarly, reducing the diversity of equipment, through centralization and standardization, will make it easier for the city to maintain and support its infrastructure systems.

Investment represents yet another key component to building and preserving a viable information infrastructure. Information systems add value when they serve the needs of users. To build systems irrespective of need serves only to squander resources by diverting them from where they can be used most effectively. Parkland must focus its financial support on building and maintaining those systems that provide useful information or critical services to users both inside and outside of city government. Rigorous post implementation surveys, accountability audits and reviews for late projects will help to ensure that the city receives the anticipated return on its information technology investments.

However, once built (or bought), in order to realize the full value of its investment in information infrastructure, the city must also commit itself to funding support over the long-term. Like any of the more "traditional" infrastructure components such as roads, bridges, or sewers, the value of assets will decline precipitously unless they receive regular maintenance. Information infrastructure demands similar fiscal commitment, requiring careful evaluation of the long-term benefits (compared to short-term costs) and financial support over the life of the asset.

### 5.1 Strategic Objectives

- Expand access to and use of City resources
- Complete citywide technology asset inventory
- Standardize desktop platform and software citywide
- Eliminate obsolete equipment from inventory

- Ensure software license compliance
- Examine cost-effective alternatives for procuring equipment

**5.1.1 Strategy 1:** Plan, schedule, and complete a citywide inventory of information technology resources.

**5.1.2 Strategy 2:** Increase the value of technical infrastructure resources by making them available for use, as appropriate, by other local governments and the private sector.

**5.1.3 Strategy 3:** Develop specifications for standard desktop computers, file servers, network routers, switches, and other hardware. Adopt standards for software applications including e-mail, office suites, and the like.

**5.1.4 Strategy 4:** Implement reasonable hardware and software replacement cycles, leverage decreasing hardware costs to update inventory, and create funding mechanism that will support adopted replacement cycles.

**5.1.5 Strategy 5:** Schedule and conduct regular software audits to ensure citywide compliance with licensing terms.

**5.1.6 Strategy 6:** Investigate the viability of leasing certain types of computer hardware.

## 6. Security

**Strategic Goal:** Implement systems and procedures that will protect valuable knowledge and information from external and internal risks and threats.

The virtual world has rapidly become a highly dangerous place. Viruses, worms, Trojan horses and the like abound, with new, faster-spreading and more virulent attacks appearing almost daily. Commercial software developers whose products have regularly focused on creating new features rather than ensuring user security announce with clock-setting regularity the availability of new software patches to fix vulnerabilities in their server or desktop software. Ironically, these patch announcements now often lead quickly to new waves of attacks, as hackers learn of new weaknesses and attempt to exploit those too slow, too lazy, or too unaware to install critical security updates. As quickly as security holes close, it seems hackers find new ones, stealing sensitive financial or other private information or committing random acts of virtual vandalism.

The threat of terrorism has introduced a new realm of risks to information transmission and storage. Likewise, growing adoption of wireless technology has left unwitting users vulnerable to easy attack or intrusion. Moreover, amidst this diverse assault from an array of external threats, organizations face an even larger and ongoing risk from users “inside the firewall” as well. Internal security breaches, staff unprepared to respond adequately to newly-emerging threats, and employees who create liability issues by misusing corporate resources all add to the myriad other problems confronted by security administrators. They also create significant exposure to risk for businesses and governments alike.

Parkland has responded positively in many areas to these threats, working to create disaster recovery plans, implementing anti-virus software, applying software patches, doing regular backups of critical information (and storing those backups offsite), installing firewalls, addressing internal security threats, and securing physical facilities. However, to paraphrase the old maxim, several fragile links remain that continue to weaken the city’s chain of defense against security risks. Uncoordinated security-related efforts by city departments leave areas of vulnerability that because of the interrelated nature of information systems jeopardizes the City’s overall security. Moreover, lack of training and systems for disseminating information about imminent threats compromises the most important link in the chain: users.

### 6.1 Strategic Objectives

- Identify risks, including issues regarding hardware and software
- Ensure user awareness of security-related issues
- Create an organizational infrastructure to promote and support safe computing initiatives
- Eliminate points of vulnerability
- Implement "best practices" including policies, procedures, and standards

**6.1.1 Strategy 1:** Conduct a thorough and rigorous citywide risk assessment of systems hardware and software.

**6.1.2 Strategy 2:** Avoid use of "high-risk" hardware and software; ensure timely application of patches; maintain monitoring and firewalls.

**6.1.3 Strategy 3:** Train technical staff and end users how to recognize threats and avoid high risk situations.

**6.1.4 Strategy 4:** IT Manager to serve as single point of responsibility/accountability on security-related issues.

**6.1.5 Strategy 5:** Develop and implement policies to diminish risk from internal sources.

**6.1.6 Strategy 6:** Implement stringent security standards based on "best practices" and provide methods for enforcement.

## 7. Change and Uncertainty

**Strategic Goal:** Manage change so as to maximize the benefits and minimize the adverse consequences resulting from rapid changes in information management and technology.

In 1943, Thomas Watson, then Chairman of the IBM Corporation, uttered the apocryphal prediction "I think there is a world market for maybe five computers." Some sixty years later some *homes* have five computers. It may seem easy today to dismiss Mr. Watson as a hopelessly-failed visionary. But while he missed so badly on the future significance of computers in everyday life, one also cannot overlook that fact that he also led one of the world's premier technology companies into the computer age. Unfortunately for him, he never glimpsed beyond the technology of the moment and never fully recognized that, in the world of technology which accelerates ever more rapidly towards "tomorrow" standing still means going backward.

Throughout the series of changes that have occurred over the past 150 years, one constant remains: advances in *technology* have consistently led to achievements that previously seemed unthinkable. The transcontinental trip we today take in a mere six hours took six days by train a hundred years ago, and six months by horse-drawn wagon fifty years before that. Each advance in technology made travel more efficient. However, technological change also did something far greater than simply increase speed and reduce cost: It totally *redefined* the concepts of travel and geographic space. Suddenly, people who had never journeyed more than one days ride from home about twenty miles could now traverse a continent. What had been unseen and unknown became readily accessible to everyone.

However, only those who embraced change could benefit from it. And those who successfully anticipated and planned for it ultimately gained the most. Like big ships, large governments move slowly and can prove difficult to turn to a new direction. But in times of rapid change, to move slowly means to fall irredeemably behind. For Parkland to move into the economic and educational forefront among cities nationwide, it must cast aside its innate aversion to change and look to new solutions for the problems of tomorrow.

E-government offers a glimpse into one of these new solutions, demonstrating how technology can totally transform citizens' relationship with their government. E-payments, electronic service requests, online license and permit applications, and e-mail communications provide residents and businesses with an unparalleled opportunity to talk to, get information from, and interact with their city government. Someday these technologies, which today seem so advanced, will appear as quaint as the covered wagons of yesteryear. But today they represent the future. Will Parkland have the wisdom, foresight, and fortitude to grab ahold of this vision? Or will it instead choose cautiously to fall ever farther behind?

### 7.1 Strategic Objectives

- Identify city government as a change "agent" rather than merely a reactor to change. Anticipate and plan for future situations, to maximize their potential benefit to Parkland.
- Focus efforts on finding ways to make things work rather than looking for reasons and excuses why they will not.
- Develop a flexible long-term investment strategy that will ensure availability of resources for future information technology projects

- Create an environment of stability rather than instability and uncertainty

**7.1.1 Strategy 1:** Promote and reward creative thinking in issues such as funding, organization, training, and other areas of information technology.

**7.1.2 Strategy 2:** Develop, implement, and update regularly a citywide strategic information plan that clearly defines goals, objectives, and strategies for the management and use of information. Encourage departments to create departmental information plans (DIPs).

**7.1.3 Strategy 3:** Base information and information technology policy and funding decisions on long-term goals and objectives rather than short-term expediencies.

**7.1.4 Strategy 4:** Continue to support the technology fund and develop other innovative funding mechanisms to maintain support for future information technology projects.