The Transition

In November 2017, the Town adopted an aggressive, human-centric vision and a long-range comprehensive plan to create a complete, connected, and compact community by 2040. Technology and innovation were identified as critical frameworks in building such a community. Major goals in the comprehensive plan call for the Town to be a key driver positioning the entire region as an innovation and entrepreneurship hub and to incorporate “Smart City” thinking in all aspects of the town and community building.

In response to the plan, City Manager, Ms. Pamela Reece, reorganized the Town’s Information Technology department to Innovation and Technology Department in August 2019. This new department has been charged with providing the vision and leadership for the Town to become a smart city while continuing to provide the technology backbone for the entire organization.

This report highlights the projects undertaken during the fiscal year 2019 to safeguard and upkeep the Town’s technology infrastructure while transitioning to lead the smart city and innovation efforts.
Comprehensive Plan Goals and Strategies that will aid in transitioning IT department to I & T Department

Goal EV1: Become a hotspot for startups and local businesses, making the Town a key driver positioning the BN region as an innovation and entrepreneurship hub.
- Strategy EV1.1—Support Entrepreneurs and Small Businesses
- Strategy EV1.2—Create an Innovation District

Goal EV2: Incorporate “Smart City” thinking in all aspects of the Town and community building.
- Strategy EV2.1—Lead by Example in Fostering the Information, Communication, and Technology (ICT) Sector
- Strategy EV2.2—Prepare to Be Disrupted by Innovation
- Strategy EV2.3—Build “Smart Urban Systems”
- Strategy EV2.5—Build Quality Technology Infrastructure

Goal EV3: Employ innovative policies, financial tools, and practices adapted to the paradigm shifts affecting municipalities and their finances.
- Strategy EV3.2—Identify Opportunities to Cut Costs and Increase Efficiencies in Service
- Strategy EV3.3—Find New Financing and Funding Mechanisms

Goal HS2: Be a regional leader in environmental stewardship.

Goal IP1: Provide reliable local infrastructure in the most efficient and equitable manner to promote compact and contiguous development.
- Strategy IP1.1—Ensure that Infrastructure Systems Support Current and Future Growth in a Fiscally, Socially, and Environmentally Responsible Way
- IP 1.1g Pursue Integrated Asset and Operation Management Solutions

Goal TG1: Increase collaboration among higher education institutions, the Town of Normal, students, and the broader community.
- Strategy TG 1.1c Work Together as Drivers of Innovation
- Strategy TG 2.3a Support Innovation and Entrepreneurship

- Strategy CP2.2—Showcase Normal as a Smart City Through Effective Use of Technology in Public Places
- Strategy HSA 3.1e Take Advantage of Technology to Grow as a Compassionate City
2019 Metrics

Help Desk Tickets

Average Users Assisted

- Full Time/ Regular Employees
- Seasonal Employees

Regular monthly averages: 450 - 500
Seasonal monthly estimates: 600-800
Seasonal months - March through September

400 - GIS Layers and over 40 public facing applications

Over 50 enterprise wide applications

12 Domain names

8 Payment Gateways
The Town’s Fire and Police Departments’ vehicles are power houses of technology. I & T staff spend significant time supporting these mobile computing and Automatic Vehicle Location (AVL) technologies.
Perform Social Engineering Security Audit: Contracted with Clifton Larson Allen (CLA) to conduct a comprehensive Social Engineering Security Audit. Multiple techniques were used to gauge internal security aspects. I & T department has implemented many of the recommendations that came out of that audit. For example a through cyber security education program for all Town staff.

Network Refresh Project: Annually staff spends significant amount of time maintaining and managing the Town’s network infrastructure to ensure proper security.

Body Camera Storage Project: Two servers were added to accommodate additional storage requirements for videos generated by the body cameras. All of Police related data will be migrated to these servers to decrease latency for the overall network, segment police data for increased security.

Computer Rollout: Over 80 personal computers, majority of them on Windows 7 operating system, have been replaced.

Other projects include upgrading the Ricoh copiers for the Town and upgrading the Verizon flip phones from 3G to 4G.
2019 Accomplishments - Applications

- Significant amount of staff time was spent implementing several modules of TRAKiT including PermitTRAK, CodeTRAK, LicenseTRAK, Project TRAK, CRM TRAK, AEC TRAK, Geo TRAK, eTRAKiT and iTRAKiT. These modules will eventually help us to replace several manual processes such as business licensing, liquor licensing, and the planning processes. eTRAKiT and iTRAKiT modules help with customer service and make digital interactions with the Town easier and convenient. iTRAKiT will enable inspectors to record information while they are in the field increasing operational efficiencies.

- Staff supported existing GIS applications and developed new mobile applications for various departments:
  - Public Works (Sewer updates, GPS, locates)
  - Engineering (Sidewalk Inventory/Rating, Field Notes, Sump Pump Notes)
  - Water (GPS/Updates)

- Started Drone Program for the Town – took a Part 107 prep class. The Town now has 8 FAA certified Part 107 remote pilots with the town. Drone missions thusfar include:
  - Communications related
  - Imagery and video of construction improvements
  - Construction of new water mains

- Staff is working on creating a drone plan to identify needs and the best way to move forward with drone technology.

- McLean County Functional Needs Registry (Live) – staff created a functional needs registry for McLean County to utilize within the computer aided dispatch (CAD) systems. This will allow police and fire to be able to see important information when arriving on site. We have collaboration with police, fire, hospitals, nursing homes utilizing the same form.

- Staff presented at the ILGISA conference on some emergency management apps. The apps include but are not limited to: Severe Weather, Functional Needs and Damage Assessment. The purpose of the presentation was to spark ideas among audience on what they can be doing with GIS in their counties or cities.

- Assisted in training Police on the new P-Card system

- Devised a Video Request System for the PD that allows the SA to request videos for cases and then track the request upon completion.

- Taser and MedKit System for PD– moved this online from an Access database. This is internally used to check out tasers and medkits to the Officers at Roll Call.

- Launched a new Help Desk system that will integrate help desk tickets to the devices. This new system is expected to provide a better understanding and metrics of device health to that of existing warranty period.
**2019 Accomplishments - Smart Cities and Innovation**

- **Department re-organization:** IT Department has been re-organized as I&T department. Several positions were hired and trained to begin transitioning the department to include its new goals.

- **Smart City Needs Assessment:** I & T staff conducted a comprehensive needs assessment across all the Town departments. Many interviews and one-on-one meetings with each department were conducted to gain a better understanding of departmental priorities. Departmental priorities can be generally grouped into the following seven categories:

  - **Smart Urban Systems**
  - **Smart Operations**
  - **Data & Analytics**
  - **Digitally Normal**
  - **Smart Policies**
  - **Inclusion and Diversity**
  - **New Technologies**

I & T department is working on drafting the Town’s 1st generation smart(er) city plan based on these internal priorities. Staff expects to complete the draft in Spring 2020.

- Drafted the first technical guidance document on **Intelligent Transportation System**. Mobility and transportation will be heavily disrupted by technology in the immediate future. In preparation of those changes, I & T staff provided an internal technical guidance document outlining opportunities and challenges at a macro level. In a nutshell, any infrastructure changes undertaken today should take a much longer term approach. As part of the overall smart city planning, this aspect will be closely examined over the next several years.

- I & T department, alongside the City administration, is an active participant in regional conversations on behalf of the Town. Topics of discussion include establishing a regional innovation district or a corridor, data issues, intelligent transportation systems, and other topics of regional significance.

- Staff participates actively in state-wide technology and