



Town of Atkinson, NH

Technology Assessment & Recommendations

July 27, 2009

Presented by the Atkinson Technology Committee

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Town of Atkinson Information Technology Assessment

July 27, 2009

Atkinson Technology Committee

Todd Barbera, Chairman
Wendy Barker
Dave Hammond
Bill Innes
Loren Albright

Executive Summary

The Atkinson Technology Committee was formed as an ad-hoc committee in November of 2008 to conduct an assessment of the town's Information Technology capabilities and the town's IT policies and procedures. The intent was to gain an *enterprise* perspective of the town's Information Technology (IT) assets that support town business functions and make recommendations to improve the town's use of computer systems. The committee interviewed department heads and met with individuals at town facilities to see what (IT) each department has in place to support business operations. The summary of the committee's findings are presented here along with recommendations. In addition, to evaluate the strengths, weaknesses, opportunities and threats involved with the undertaking of an IT initiative for the town of Atkinson, a SWOT Analysis was prepared, reference Appendix A, (*SWOT Analysis*).

Committee Members

The Atkinson Technology Committee is comprised of current/former Information Technology professionals. None of the current committee members are town employees or elected officials and none these individuals or their employers has business with the Town of Atkinson.

Todd Barbera (Chairman) – Systems Administrator for SBLI
Dave Hammond – IT Project Manager for Northrop Grumman
Wendy Barker – Systems Administrator for Phillips Academy
Bill Innes – Retired, formally Director of Worldwide Service Operations for HP
Loren Albright – Hardware Architect for Entrasys

Former committee member/volunteer/contributor: Joyce LaFrance, Raytheon, Inc.

Perspectives Regarding Information Technology (IT)

Like many other organizations, departments in the town of Atkinson operate as business silos. Each department has procured and maintains computer hardware and software to support various business processes specific to its own department (i.e., Fire Department, Police Department, Public Library, etc.). We've found that spending decisions for IT are made independently (by each dept) and are not coordinated across the town to leverage buying power and avoid redundant purchases of hardware/software, for example. We recommend taking an *enterprise perspective* when it comes to IT. In other words, capabilities such as email should be centralized and all employees and departments should have email accounts and access to email through one email server rather than an email server in more than one department or some departments having no town email at all. Viewing the town as a whole, as a single *enterprise*, is a recommended step in viewing industry best practices when it comes to implementing IT.

Information Technology is an *asset*. Buying hardware and software requires investments that should generate a return on the investment whenever possible. Hardware and software are capital investments that require ongoing maintenance and support just like a fire truck or a police car. Periodically, IT assets need to be replaced or upgraded due to obsolescence. Planning for the management of IT assets across the enterprise is a recommended activity for the Town of Atkinson.

Findings

Following is a summary of the Atkinson Technology Committee's findings based on interviews with department heads and inspections of town facilities. The following individuals were interviewed and facilities toured.

Name	Town Department	Facility Toured	Position
Steve Angelo	Selectmen's Office	Town Hall	Town Administrator
Steve Jussif	Selectmen's Office	Town Hall	IT Support Contractor
Dave Williams	Atkinson Cable Television (ACTV)	Town Hall	Cable TV Coordinator
Mike Torrisi	Cable TV Committee	Town Hall	Cable TV Committee Chairman
Captain John Rockwell	Fire Department	Fire Station	FD Captain
Phil Consentino	Police Department	Police Station	Police Chief
Diane Herr	Library	Kimball Library	Director
Noriko Yoshida-Travers	Recreation Department	Atkinson Community Center	Rec & Senior Programs Director
Bill Bennett	Selectmen's Office	Town Hall	Selectman
Paul Sullivan	Selectmen's Office	Town Hall	Selectman
Bill Friel	Selectmen's Office	Town Hall	Selectman
Fred Childs	Selectmen's Office	Town Hall	Selectman
James Garrity	NH State 91-A Commission	N/A	NH State Chairman 91-A Commission
Ted Stewart & Josh Dugdale	Highway Department	Highway Dept Garage	Atkinson Road Agent
Cynthia Crescenzi	Salem, NH IT Department	N/A	Salem, NH IT Director

Findings: The following sections can be cross-referenced from the "Findings Spreadsheet", reference Appendix B, (*Town of Atkinson IT Assessment*) attached herein.

I. Centralized Data Center

The Town of Atkinson lacks a dedicated server room (or a "data center") with proper environmental controls to house and protect mission critical hardware and software. The Fire Dept. and Police Dept also lack a server room. The current space used to house the town's

main servers at the town hall has inadequate environmental controls and insufficient security. The new Library does have a dedicated space for a server room with environmental controls and security.

Environmental conditions directly affect server performance and reliability. Proper environmental controls will help ensure less server downtime and longer equipment life which would both contribute to a lower Total Ownership Cost (TOC) and reduce energy consumption by servers. Because of a lack of security, servers can be accessed by anyone with malicious intent; sensitive data must be protected from unauthorized access, use, disclosure, disruption, modification or destruction. Unauthorized access compromises information confidentiality, integrity and availability. Enhanced security would protect against data loss, server downtime and disruption of operations. The proper solutions would consider current needs and long term needs with a minimum 5-10 year horizon.

Recommendation: Combine the Town's servers with the Library's servers and house in the library's server room. This would include the servers within Town Hall as well as any Police Department servers and Fire Department servers. Establish wide area network (WAN) connectivity between the buildings for access. Use V-lans to isolate servers (i.e., PD servers on their own V-lan).

Timeframe: Year 1 **Priority:** High **Complexity:** High

Benefits: The library already has a central computer room with proper environmental equipment and it is in a secure location within the building. There would be only one room to maintain and could free up space in other buildings by combining the servers. The cost for the networking equipment would be less than having to build out a proper server room within Town Hall.

II. System and Data Storage, Backups and Restoration

The town does not have policies and procedures directing all departments to follow consistent guidelines for data storage, system and data backups and restoration. Data backups, for example, are not taken off-site to a secure facility. There are inconsistencies in backup procedures by the different town departments. Some departments do not back up systems. Some do not back up data. Some of the data backups are taken offsite to individual homes.

Storage, backup and recovery of systems and data are required industry best practices. While the extent of these practices can vary widely, the town's inability to recover from data loss or quickly restore systems is a critical threat to business operations. Imposing any offsite data storage requirement on individual town personnel exposes both the individual and town to risk and potential liability.

Recommendation 1: Create consistent backup and recovery procedures for the town's servers. Backups should be on a consistent schedule and the backups should be kept off-site. Backups will preferably be done over the internet so that they are off-site. Recovery procedures should be tested annually with the first test within 6 months of implementation. Kimball Library has a model that can be used for the rest of the town.

Timeframe: Year 1 **Priority:** High **Complexity:** Moderate

Recommendation 2: Move the finance application and Fire Department application to a server.

Timeframe: Year 1 **Priority:** High **Complexity:** Moderate

Benefits: Data will be centralized and protected with proper backup and recovery procedures. The town's data will be protected against a disaster. Having web based data backups will remove the responsibility away from town employees so they can focus on their primary functions. By performing annual disaster recovery tests, the town will be reasonably assured that the procedures are accurate and that data recovery will be successful if needed.

III. IT Assets: Management of Hardware, Software and Network

An inventory of all town computer hardware, software and peripherals (such as printers) has not been compiled as of this report. It was requested by the IT committee on several occasions but not provided. The town does not have an exact snapshot of what it owns for IT assets. Every department we visited has some level of computer technology in use. There are numerous examples of antiquated, obsolete hardware and/or software that are no longer under warranty or supported by the manufacturer. In some cases, replacement or upgrades are needed. Examples of duplication were found. For example, the Library and the Town Hall both have an email Exchange server where only one is required to service a user base of the town's size. The extent of the duplication of software licensing could not be determined without getting a detailed inventory from all departments.

A template for capturing IT Asset Inventory information is provided with this report. Reference, Appendix C, (*IT Inventory Template*). Asset inventory and management is a process used to systematically track the IT hardware and software owned or leased by the town. It allows software licenses to be tracked, evaluated and managed. It allows tracking of hardware type, age, cost, depreciation, location and responsible owner/user. The goal of asset management is to reduce IT expenditures and the risks of owning and maintaining IT assets.

Network diagrams were either unavailable or obsolete. These diagrams are critical to understanding security and the utilization of hardware and software.

The Town Hall lacks centralized, networked printing and copying capabilities. There is also a lack of centralized IT purchasing for hardware, software, supplies and support. This dilutes buying power which causes the town to pay higher prices across the board. It also makes IT asset inventory management with an enterprise perspective very difficult.

There are no known standards for PC hardware, software, or use. Creating a unified use standard will ensure that town computers are used in accordance with town policies. Having a standard PC configuration will make support easier and a new PC could be "imaged" quickly should a replacement be required. Having proper virus protection will help prevent downtime (lost productivity) or worse, theft of data.

There is no software repository for the town creating issues around licensing compliance.

There is no town hardware and software topology.

Recommendation 1: Implement a standard policy for computer use within the town, e.g., the PD currently has an internet use policy which could be adopted and Salem has an e-mail policy that could be adapted. Also, standardize on PC equipment and software. Make sure that all PCs are equipped with proper virus protection software.

Timeframe: 2-3 years **Priority:** Medium (Virus protection a year 1 priority) **Complexity:** Low

Recommendation 2: Create an inventory of the entire town's IT assets including both hardware type and date purchased. Create an asset management policy to provide a known schedule for when equipment should be refreshed (i.e., PC's every 5 years, Servers every 6 - 8 years, etc). Immediately purchase a PC for the assistant tax collector so the one PC in that office does not need to be shared. By having a known schedule for replacement, costs can be easily anticipated and planned for. Refreshing the old equipment on a schedule also will help insure that downtime will be kept to a minimum and up to date software can be maintained. Adding a PC to the tax collectors office will help the assistant tax collector become more productive.

Timeframe: Years 2-3 **Priority:** Medium **Complexity:** Low

Recommendation 3: Create and implement a standard licensing process for the town. Create and institute a software repository and implement a long term asset management policy for software to be combined with the hardware asset management policy. Also insure that software maintenance and support is kept up to date. Creating a standard licensing process as well as a repository would help keep licensing costs in line. Also, it will ensure that the town is not out of compliance with its licensing requirements thereby preventing potential fines from the Business Software Alliance (BSA). By having update schedules as well as known maintenance support for applications that require it, costs can easily be budgeted for.

Timeframe: Years 2-3 **Priority:** Medium **Complexity:** Low

Recommendation 4: Create and maintain a hardware and software network diagram for the town. This documentation will help support personnel isolate issues as they arise. It will also help highlight potential single points of failure thereby allowing steps to be taken to mitigate those helping to increase uptime and productivity.

Timeframe: Years 4-5 **Priority:** Low **Complexity:** Low

Recommendation 5: Create a centralized IT purchasing function, including budget, for hardware, software, supplies and support. This will increase the town's buying power and reduce the cost of these items for the town. An administrator should provide support for this function. An approval process should be created for these purchases.

Timeframe: Year 1 **Priority:** High **Complexity:** Low

Benefits: Creating a unified usage standard will ensure that town computers are used in accordance with town policies. Having a standard PC configuration will make support easier and a new PC could be "imaged" quickly should a replacement be required. Having proper virus protection will help prevent downtime (lost productivity) or worse, theft of data. By having a known schedule for replacement, costs can be easily anticipated and planned for. Refreshing the old equipment on a schedule also will help insure that downtime will be kept to a minimum and up to date software can be maintained. It will also facilitate the budgeting process.

IV. Information Technology Support for Hardware and Software

A number of the departments in town have their own IT support resources. For example, there are two IT support contractors being used by the town: One by the town hall and the other by the library. Other departments rely on volunteers or some other variation of IT support.

This scenario contributes to inconsistent systems support and products because standardization is not being employed. This leads to higher costs and exemplifies the lack of an enterprise approach to managing IT assets across town departments.

Recommendation: We recommend consolidating all IT support under one contract with a company that is capable of providing an enterprise oriented approach to IT, 24/7. This will help ensure standardization across the town, reduce the redundancy in hardware, software licensing and IT support and provide for a scenario where an enterprise approach to IT can be implemented town-wide in a cost effective manner.

Timeframe: Year 1 **Priority:** High **Complexity:** Low

Benefits: There are also potential cost savings by having a single vendor. Extending support to the PD and FD will also help to relieve personnel from performing tasks that are not part of their primary job functions. Backup and recovery procedures could also be performed by this support vendor. The town will not be exposed to a potential lack of support should their current support person be unavailable (Adel-XT is a one-person business). Note: the library recently went through an RFP process to hire a new support company, reference Appendix D, (*Kimball Library Request for Proposal*), and Appendix E, (*Kimball Library Technology Bids*). This company provides internet based backups and will perform disaster recovery tests. It is recommended that the town explore using this vendor or perhaps go through their own RFP process to make sure that the needs are met.

V. Document Management: Storage, Retrieval and RSA compliance

Under Title III, Chapter 33-A, state law requires specific document retention periods for specific types of documents issued, managed and stored by the town.

Currently, town documents are being stored in a less than effective manner and may or may not be compliant with the law under 33-A. This also impacts compliance with NH RSA 91-A. We learned that under 91-A, if you keep a document longer than the statutory holding period and a citizen asks for it, the town is obligated to provide it. The town lacks a document purging process compliant with NH RSA retention periods. The town stores unnecessary file cabinets full of paper documents which impairs productivity when responding to documentation requests. Storage of unneeded documents takes up expensive facility space. Reference Appendix F, (*33-A:3-a: Document Disposition and Retention Schedule*).

Recommendation: The town should adopt a formal document retention policy and set of procedures, including the mandatory purging of documents that exceed statutory retention periods. The town should digitize documents where possible and eliminate unnecessary hard copies taking up expensive facility space. There are a number of examples for the potential optimization of facility space not mentioned here that could and should be explored.

Timeframe: Years 2-3 **Priority:** Medium/High **Complexity:** Medium

Benefits: By having a document management policy along with periodic purging, the storage of unnecessary documents will be eliminated. This will help to ensure compliance with RSA-91A. Utilizing a vendor, such as Iron Mountain, to store off-site documents will reduce the risk of documentation being lost due to fire or natural disaster and will help improve efficient utilization of expensive space, reference Appendix G, (*Iron Mountain Summary of Services*), and Appendix H, (*Iron Mountain DRC Data Sheet*). By digitizing documents, those documents could be easily retrieved leading to increased productivity. These could also be readily backed up and subsequently recovered should a disaster occur. There is a potential to free up the storage room attached to the Clerk's office and convert that into office space for use by Finance. That space could then be repurposed for the ACTV studio.

VI. Security

Data and systems security are a high vulnerability area for the town. The Committee found individuals taking home data backups. The town is placing the risk of storing data backups onto individuals. Sensitive data could be easily taken from a private car or home. The town does not have accommodations for storing backup data in secure facilities offsite.

Access to servers and systems is also a high vulnerability area. The Selectmen did take recent steps to purchase a locking cabinet for servers in the town hall. While this is a positive step, it does not address server security for the town as a whole. Computer systems in general are too easily accessed by anyone in any building. The Kimball Library has its own server room and has some reasonable security measures in place.

Server administrative access held by a single individual is a third area of high vulnerability. In a circumstance where a single person holds so much control, access to a server can be lost when said system administrator is not available. This could effectively interrupt business operations for an extended period of time. Industry best practices require backup personnel and/or server owners to have user accounts and passwords for administrative access.

The Committee did not test networks and systems for their ability to resist intrusion by unauthorized users (hackers). The Committee did not analyze virus protection across systems and networks.

Recommendation 1: The Committee unanimously agrees it should be a top priority of the Selectmen to put in a rigorous set of security policies and procedures similar to the Town of Salem, NH, reference Appendix I, (*Town of Salem IT Policy*). An enterprise approach to security including system access, data access, storage, retrieval and restoration are all important aspects that overlap security issues. Ensure that the servers and computers are in a secure location, backups are performed consistently and kept off-site, and a disaster recovery plan is created and tested.

Timeframe: Year 1 **Priority:** High **Complexity:** Moderate

Recommendation 2: Analyze level of virus protection across town computer systems.

Timeframe: Year 1 **Priority:** High **Complexity:** Low

Recommendation 3: Test networks and systems for their ability to resist intrusion by unauthorized users.

Timeframe: Year 1 **Priority:** High **Complexity:** Low

Benefits: By implementing this recommendation data loss, vandalism and theft will be mitigated. Critical systems and data will be protected.

VII. Email

While nearly 100% of the town employees and elected officials and committees use email, the Town of Atkinson does not have a centralized email server with a single email domain. The Committee found redundancies where the Library and the Town Hall both have a Microsoft Exchange server where one would be sufficient to handle the email traffic for the town.

The Committee found that Selectmen do not have the ability to organize meetings with department heads quickly and efficiently by using an Appointment/Calendar feature like you find in Microsoft Outlook.

The current method where town business is conducted through numerous email providers does not ensure the town can adequately respond to RSA91-A requests for email in a timely fashion, if at all. This could be an area of liability if not addressed adequately.

Recommendation 1: The improvements in communications, productivity gains and cost efficiencies that could be obtained by centralizing email are so substantial, the Committee unanimously agrees this should be one of the top priorities for the Selectman. In addition to the aforementioned benefits, the Town of Atkinson will be better able to respond to 91-A requests from residents by having email centralized. Town policies and procedures regarding email use should be drafted in support of the enabling technology. Training for all users is strongly recommended to ensure user buy-in and adoption of the new technologies and features.

Timeframe: Year 1 **Priority:** High **Complexity:** Low

Recommendation 2: Provide all town employees and officials with a town hosted e-mail address. Insisting that all town employees and officials use a town e-mail address for town business can help ensure that the town meets its RSA 91-A compliance requirements.

Timeframe: Year 1 **Priority:** High **Complexity:** Low

Recommendation 3: Combine the town and library Exchange servers. Open up OWA (online web access) to the towns Exchange server so that e-mail can be accessed outside of Town Hall.

Timeframe: Years 2 - 3 **Priority:** Medium **Complexity:** Moderate

Benefits: If the two Exchange servers can be combined, that means that one less server will need to be maintained and updated leading to potential cost savings. Opening up OWA will allow town officials to work remotely thereby increasing productivity. Also, by having all town officials use the town's Exchange server, meetings can easily be booked and schedules can

easily be accessed leading to greater efficiency/productivity. If all town employees and officials use a town e-mail address for town business, it will help ensure the town meets its RSA 91-A compliance requirements.

VIII. Town Web Site

The Committee found Mr. Don Roberts has done an admirable job of providing webmaster support to the town's website. Mr. Roberts should be recognized for his many volunteer hours of support doing a thankless job with limited tools and no budget. Also, the Committee found the current website utilizes technology that is obsolete and/or no longer supported and Mr. Roberts had no budget to upgrade to current technology. Committee members informally collected input from a small sample of town residents and the opinions gathered were consistent with the Technology Committee's finding that the town does not provide the level of information and services required by town residents. Inputs were also collected from the IT Director for the Town of Salem on town website implementation and maintenance. The Committee also reviewed websites from a number of surrounding towns.

The Town of Atkinson has numerous websites for town government. Nearly all departments have their own website with general information and points of contact. They were mostly developed by volunteers with little or no budget. None of the websites have the same look and feel. Content is largely controlled by one administrator for each website. There is no single town website that holds links to all of the other departmental and/or committee/board websites.

Streaming and/or downloadable video of Selectmen meetings and other town meetings is common on other town websites. Some Atkinson residents do not have cable TV which means access to the video from these meetings is inconvenient to obtain. This aspect of the website appears to be in demand from the small sample of residents we spoke with. It would be useful to try and understand how many residents lacking cable TV would benefit from a new service off the town's website allowing them to download/view televised town meetings. We met with the Atkinson Cable Television (ACTV) Studio Coordinator who indicated these services could be provided by ACTV. The town's current website does not have the technology to support streaming and/or downloadable video of town meetings.

Recommendation 1: Create a single town website that would provide one stop shopping for town residents looking for information, content and points of contact, reference Appendix J, (*Town of Atkinson Web Contents*), Appendix K, (*Town of Atkinson Page Index*), and Appendix L, (*Town of Atkinson Website Layout*). The publishing of meeting minutes could also be centralized. It would reduce the numerous hosting fees/costs associated with having multiple websites. A new website would be required and close collaboration with ACT is required to implement new services to distribute video over the internet. New hardware and software may also be required. Salem would serve as a useful model for website design ideas. Integrating the various departmental websites into a unified town website will make the site much easier to use and navigate.

Note: Funds paid to the town annually from cable TV and funds in the Cable TV capital fund could be leveraged to address these needs without any new costs to the taxpayers.

Timeframe: Year 1 **Priority:** High **Complexity:** Moderate

Recommendation 2: Run a needs analysis to determine what content should be on the website and determine how to integrate the various separate websites i.e., town, Police Department, Community Center, etc.

Timeframe: Year 1 **Priority:** High **Complexity:** Low

Recommendation 3: Have the website professionally designed and administered; the various departments/commissions/committees (i.e., Police Department, Recreation Commission, ATC Committee, etc) should be responsible for their own web content submitted through the web administrator. Have an approval process for content review prior to allowing changes to be made.

Timeframe: Year 2-3 **Priority:** Medium **Complexity:** Moderate

Benefits: By enhancing the content of the website, it will become a much more valuable and useful tool for the residents. Providing information and services over the internet will help reduce workload at the town hall. The additional content may prevent the need to process RSA 91-A requests if the desired information can be found on the website. Integrating the various departmental websites into a unified town website will make the site much easier to use and navigate.

IX. Other/Miscellaneous

The Atkinson Technology Committee interviewed the IT Director for the town of Salem, NH. The interview yielded substantial information about managing IT for a NH town, reference Appendix M, (*Town of Salem Telecom Interview*). The Town of Salem is approximately 4.5 times the population of Atkinson. Salem also has an annual IT budget over \$500,000. While our Committee recognizes obvious differences in population and budgets between the towns, the challenges Atkinson faces are similar to what Salem faced when it began enhancing its IT capabilities in 2001. Rather than reinvent the wheel, the Committee tried to learn from Salem's experience. Enclosed with this report is a copy of the current IT Policy and Procedure manual generously provided Salem. It was developed over the last 8 years by their IT Director and town officials and is still a work in progress. This document alone represents hundreds of hours of work and provides an excellent starting point/template from which to work from.

There are significant communications issues within the town. These include the Fire Department's PBX telephone system which is obsolete and no longer supported by its manufacturer (out of business). The system has limited capability for voice mail, caller ID, call recording and reverse 911. The Fire Department would like the capability to send crash scene pictures to others (hospital, etc.). The phone line at the community center does not have caller ID, call waiting, etc. and all messages are lost with a power interruption. The Highway Department radio communications system is inadequate for its needs. Their radios are used in all kinds of weather and are not waterproof. They need approximately 13 radios to communicate with contractors during winter storms. Lack of contact pulls plows off of the road if the contractors have questions because they have to go to the garage. The police department and fire department are upgrading their radios and the highway department could use their old radios. Ideally, the HD would be able to get digital/analog radios so that they would be able to talk to the police department.

The Police Department has a number of obsolete computer systems that are out of warranty and/or are no longer supported. There are some highly manual and redundant police department processes that could be automated with the implementation of new software.

Recommendation 1: The implementation of a solid set of IT policies and procedures is critical to successfully managing IT assets across the enterprise. Salem has learned this and we can learn from their successes and failures.

Timeframe: Year 1 **Priority:** High **Complexity:** Low

Recommendation 2: Update the Fire Department's PBX system. Look at utilizing a single vendor for the entire town. Perform a needs analysis to establish what the PD and the rest of the town require for phone equipment.

Timeframe: Year 1 **Priority:** High **Complexity:** Moderate

Recommendation 3: Update the phone line at the community center;

Timeframe: Year 1 **Priority:** High **Complexity:** Low

Recommendation 4: Increase the number of portable radios at the Highway Department (potentially from old PD and FD radios);

Timeframe: Year 1 **Priority:** High **Complexity:** Low

Recommendation 5: Enable the Fire Department to send EKG telemetry and crash scene pictures to others; Install at least one more "911" phone line.

Timeframe: Year 2-3 **Priority:** Medium **Complexity:** Low

Recommendation 6: Implement "reverse 911" capability within the town

Note: By updating the town's communications infrastructure (recommendations 2 – 6) the safety of residents will be enhanced, communications between departments will be improved, communications between the residents and the town will be improved, and messages have less of a chance of being lost

Timeframe: Year 1 **Priority:** High **Complexity:** Moderate

Recommendation 7: Currently, the Police Department has a number of processes that require officers to fill forms out both manually and electronically. An upgrade of the hardware/software could free up officers to perform other duties such as additional patrols. Also, there may be the potential to pay for this with saved man hours. We recommend that this be investigated and upgrades be made.

Timeframe: Year 1 **Priority:** High **Complexity:** Low

Recommendation 8: The town hall, police station and highway garage should have a transfer switches wired into the building so that a generator could be used to run the town's IT environment in case of extended power outages. Generators should be purchased as needed

Timeframe: Year 1 **Priority:** High **Complexity:** Low

Recommendation 9: The Police and Fire Departments should have the same type of radios (analog or digital) so that they can communicate directly (safety issue).

Timeframe: Year 1 **Priority:** High **Complexity:** Low

Recommendation 10: An up-to-date digitized resident list should be provided to the Fire, Police and Highway Departments to make it easier to identify and locate residents at need (safety issue)

Timeframe: Year 1 **Priority:** High **Complexity:** Low

Recommendation 11: Discontinue the use of personal computers, laptops and other IT devices for town business. Provide appropriate equipment based on town or department need.

Timeframe: Year 2-3 **Priority:** Medium **Complexity:** Low

Recommendation 12: Provide a personal Computer for the Assistant Tax Collector

Timeframe: Year 1 **Priority:** Medium **Complexity:** Low

X. Summary

The Town of Atkinson relies on Information Technology (IT) to conduct town business and provide services and information to residents. The growth of the town in recent years and the increased demand for information and services places additional burdens on the town. Information Technology can be used to meet these demands without having to add new personnel or building space.

Existing networks, hardware and software are not centralized leading to inefficiencies in the procurement, distribution, utilization, maintenance and support of the town's IT assets.

Currently, nearly all town departments, organizations and business functions use IT. Most, if not all, spend budgeted funds for any or all of the following: hardware, software, websites, technical support and supplies. A study across town budgets would indicate exactly how much the town spends for IT assets, support and supplies. The 2008 IT budget for the Town Hall and Library was approximately \$50,000.

By managing IT assets and budgets in a centralized fashion – across the enterprise - it would reduce costs to taxpayers, eliminate redundancies, enable savings through consolidation of buying power, increase productivity, enhance security and improve services to residents.

Recommendation: It is the recommendation of this committee that a standing IT committee be formed to focus on the ongoing hardware, software, website and networking needs of the town. Technology is evolving at a rate that requires ongoing monitoring. Government IT regulations are in a constant state of change. In order for the town to stay abreast of these changes and to spend its IT dollars effectively, a team should be in place to advise the Board of Selectmen.

Timeframe: Year 1 **Priority:** High **Complexity:** Low

Benefits: By implementing this recommendation the Board of Selectmen and the Town Administrator will have an independent advisory committee to support their decision making process and the town's IT requirements.

Appendix A

SWOT Analysis

SWOT Analysis

Town of Atkinson's Information Technology (IT)

Strengths, Weaknesses, Opportunities, Threats
Atkinson Technology Committee, June 2009

<h3>Strengths</h3> <ul style="list-style-type: none"> • Town officials and employees understand value of IT • Town is using technology in almost all departments • Town is willing to invest in IT as it has before • Library computer room & technology are a good start 	<h3>Weaknesses</h3> <ul style="list-style-type: none"> • Lack of "enterprise level" IT view • Lack of a town wide IT plan/strategy/budget • Inadequate computer room/dedicated space • Inconsistent back up procedures • Inadequate IT support services • No document management strategy • Shortfalls with RSA 91-A compliance (RTK) • Shortfalls with RSA 33-A compliance (docs) • IT asset and data security issues • Software licensing, repository, compliance issues • Web site needs to be redesigned and updated • Out of date Hardware and Software (communications issue) • Non-emergency phone systems are inadequate • No IT disaster recovery plan
<h3>Opportunities</h3> <ul style="list-style-type: none"> • Create an integrated town IT strategy • Centralize the IT budget • Comply with RSA 91-A • Cost savings by consolidating computer rooms, Hardware, Software licensing, IT support, network printers • Update town Hardware & Software • Secure data & back up process • Create document management/control strategy <ul style="list-style-type: none"> - Optimize use of space across town facilities/buildings - Improve town's ability to respond to RSA91-A requests • Create an IT disaster recovery plan • Create an asset management lifecycle process including budget and reserve accounts • Bring in a vendor to assess network and phone systems • Productivity gains and cost savings through town business email consolidation 	<h3>Threats</h3> <ul style="list-style-type: none"> • Disaster, e.g. fire, wipes out town documents • RSA 91-A non-compliance, legal issues • Costs not fully understood or controlled • Document storage will overwhelm space • Data security, data loss • IT System failure • Communications failure (network, phone systems, etc.) • Theft of hardware and/or software

Appendix B

Town of Atkinson IT Assessment

Town of Atkinson IT Assessment

Atkinson Technology Committee, June 2009

	Data Center		Backup & Recovery		Security	
	Issues	Summary and Potential Solutions	Issues	Summary and Potential Solutions	Issues	Summary and Potential Solutions
Town Hall	Not adequate - environmental controls (ex: water problem), security	<p><u>Summary:</u> Inadequate computer room facilities</p> <p><u>Potential Solutions:</u></p> <ol style="list-style-type: none"> 1. Locate one computer room for town (library) 2. Fix water, environmental, and security issues in present room if central computer room not created. 3. Build out area with environmental controls in central storage room. 	Kept on site, no known recovery or disaster plan, accounting application resides on PC, not centrally backed up, employee takes backup home, security issues,	<p><u>Summary:</u> No consistent back up procedures Potential Solutions:</p> <ol style="list-style-type: none"> 1. Create one backup policy for all town departments. 2. Document procedures 3. Store backups off site 4. Move accounting application main server 5. Follow all town backup, security and licensing processes 	Poor computer room security, poor accounting data security, no IT disaster recovery plan, document security in case of fire, etc.	<p><u>Summary:</u> Security is a major issue for the town</p> <p><u>Potential Solutions:</u></p> <ol style="list-style-type: none"> 1. Ensure servers are in a secure location. 2. Ensure critical applications and docs are stored on servers and not desktops. 3. Create a Disaster Recovery plan 4. Utilize an off-site document storage company. 5. Digitize documents 6. Ensure that only town computers are used for maintaining town data. 7. Ensure standards are maintained for virus protection. 8. Utilize web based backups so that they are kept off-site 9. Use v-lans in common server room to isolate sensitive department data (i.e. police)
Library	New computer room, small		New process in place			
Fire Department	No computer room		Data backed up by member of fire department		Personal laptops used for FD business, no virus protection, document security,	
Police Department	No computer room		Done by support person (no back up person assigned), no documented recovery procedures in place		Document security,	
Recreation Commission	No Computer room needed		None done, important docs/memos sent to home PC		Computer locked in office	
ACTV	Need more space for their studio		Not done		TBD	
Highway Department	No Computer room needed		Not done		Building not always locked - laptop at risk	

IT Assets							
Hardware		Software		Network		Hardware & Software Support	
Issues	Summary and Potential Solutions	Issues	Summary and Potential Solutions	Issues	Summary and Potential Solutions	Issues	Summary and Potential Solutions
More equip. required, e.g., PC for tax collector asst.	<p>Summary: Some equipment needed, some out or date</p> <p>Potential Solutions:</p> <ol style="list-style-type: none"> 1. Inventory all town IT equipment 2. Create asset management policy for the town 3. Buy/update equipment as required 4. Implement a long term asset maintenance and replacement plan 	License issues including compliance, tracking cost, etc. Software issues including repository, recovery cost etc.	<p>Summary: Significant issues with licensing, compliance, repository, etc</p> <p>Potential Solutions:</p> <ol style="list-style-type: none"> 1. Create and implement a standard licensing process for the town 2. Create a SW repository for the town 3. Implement a long term asset maintenance and replacement plan 	No IT network design diagrams , no connection to other departments, no linkage between buildings	<p>Summary: Town Hardware & Software topology required</p> <p>Potential Solutions:</p> <ol style="list-style-type: none"> 1. Create and maintain town HW & SW Network Diagram . 2. Add network connection to Highway Department garage 	One man shop	<p>Summary: Inadequate support for towns Hardware & Softwares</p> <p>Potential Solutions:</p> <ol style="list-style-type: none"> 1. Contract with one support entity for towns HW, SW and backup support needs
OK		License issues including compliance, tracking cost, etc. Software issues including repository, recovery cost etc.		No IT network design diagrams , no connection to other departments, no linkage between buildings		Newly hired support company provides HW, SW and backup support	
Personal laptops used for FD business. RSA 91-A issues, no stds for virus protection, security issues, data compromise liability		License issues including compliance, tracking cost, etc. Software issues including repository, recovery cost etc.		No IT network design diagram, no connection to other depts, no linkage between buildings, Mobile wireless needed for FD first responder access		No professional support	
PC's are old (circa 1990's) and should be replaced		Obsolete SW being used, e.g., Q&A SW. License issues including compliance, tracking cost, etc. Software issues including repository, recovery cost etc		No IT network design diagrams (Network Diagrams), no connection to other departments, no linkage between buildings		No professional support, only one person with administrator access	
One PC and two printers at the community center		Microsoft office used, would like microsoft publisher and recreation specific software		Linked to town through fairpoint		Provided by town (Steve Yusif)	
Need more server space		TBD		TBD		TBD	
One town laptop, one old not running PC, uses personal printer		No special needs, uses personal copy of Microsoft office 97		Doesn't have a network connection		Provided Steve Yusif. Paid for by Highway Department budget	

Document Management		Town Web Site		E-mail		Other					
Issues	Summary and Potential Solutions	Issues	Summary and Potential Solutions	Issues	Summary and Potential Solutions	Issues	Summary and Potential Solutions				
Docs not digitized, lack of storage space for paper docs, poor access for town employees and residents, no retention policy, all docs lost if fire, RSA compliance	<p>Summary: Major issues with RSA, storage, retention, security</p> <p>Potential Solutions:</p> <ol style="list-style-type: none"> 1. Assign an individual as the towns RSA 91-A compliance officer 2. Digitize towns paper records and store off-site 3. Create a town retention policy based on RSA 91-A standards 4. Create a town security policy for all data 5. Create a subcommittee to define and implement data management process 	<p>Supported on volunteer basis, only one administrator can make changes, Maintained with obsolete SW, 2 domains - no main site, departments use different sites, no common navigation, not user friendly, need self service for department heads (needed), lack of content (streaming video, tax cards, Trash pickup schedules, etc.), need to understand storage limitations</p> <p>Recreation Commission has their own web site linked to town web site, ACTV needs space for streaming video and digitizing of town meetings. Highway department doesn't use it but would like to have space to show schedules for paving, tree work, etc.</p>	<p>Summary: Web site needs to be redesigned and updated</p> <p>Potential Solutions:</p> <ol style="list-style-type: none"> 1. Create a centralized, updated, town web site environment 2. Professionally host, maintain & support a user friendly web site with up-to-date (current) information. 3. Assign update privileges to department heads as required 	RSA 91-A-compliance w/ email and archival policy, no access outside of building, no cross-department calendar or scheduling abilities, has own exchange server	<p>Summary: Multiple exchange servers, RSA issues, access issues</p> <p>Potential Solutions:</p> <ol style="list-style-type: none"> 1. Combine exchange servers 2. Address RSA 91-A archival and email issues 3. Standardize email access 4. Every town employee has an email address 5. Create email standards & procedures (do's and don'ts, standards, archival policy, etc.) based on RSA 91-A 		<p>Summary: Specific issues at the fire department, police department and ACTV</p> <p>Potential Solutions:</p> <ol style="list-style-type: none"> 1. Investigate equipment and software to eliminate duplicate work in PD 2. Create more space for ACTV by implementing document management process 3. Bring fire department phone system up to date 4. Consolidate phone systems, support, etc. across departments 5. Get new phone service for community center 6. Use old police and fire department portable radios for the highway department 				
Docs not digitized, no retention policy, all docs lost if fire, RSA 91-A-compliance								RSA-91A compliance issues within town, has own exchange server, no internal issues, no cross-department calendar, scheduling ability, etc			
Docs not digitized, no retention policy, all docs lost if fire, RSA 91-A-compliance								RSA 91-A-compliance w/ email and archival policy, no access outside of building, no cross-department calendar or scheduling abilities			PBX - manufacturer out of business, no service contract, recording, reverse 911 capability or caller ID, limited voice mail. Need ability to send crash scene pictures to others
Docs not digitized, lack of storage space, no retention policy, all docs lost if fire, RSA 91-A compliance								RSA 91-A-compliance w/ email and archival policy, no access outside of building, no cross-department calendar or scheduling abilities			Officers duplicate work for both form and computer entry. Potential cost savings in man hours if proper equipment purchased
None - no storage issues								Has town account but uses AOL due to late availability of town account			Needs better phone system with call waiting, voice mail, caller ID (power failures cause all messages to be lost)
TBD								TBD			ACTV-lack of studio space, procedure manuals, etc
Lacks storage space, some records kept at home. Needs special space for maps, plans, etc								All employees need their own account. Personal accounts are used for all town emails			Need more portable radios. Need access to town resident info (address, phone, etc)

Appendix C

IT Inventory Template

Appendix D

Kimball Library Request for Proposal

Request for Proposal
The Kimball Library, Atkinson, NH seeks request for proposals from
Computer Support Firms that wish to provide the following:

File Server Management (Microsoft Windows Small Business Server 2003):

- Monitoring of critical functions.
- Install operating system and third-party product service packs and updates on a regular basis. Evaluate need and impact of updates before installing, and consult with library staff on effect of installing if needed.
- Monitor and administer disaster and security procedures and programs, advising the library staff on the status and maintenance of:
 - Backup and recovery programs
 - Hot site recovery options, if present
 - Malware protections (antivirus, spyware, Trojan horses, and rootkits)
 - Appropriate privacy protections (encryption of library use records, certificates, secure access)

Workstation Management:

- On-site and remote support. Maintain properly functioning configurations.
- Install operating system and third-party product service packs and updates on a regular basis. Evaluate need and impact of updates before installing, and consult with library staff on effect of installing if needed.
- At least one annual evaluation of system status, to determine if hardware and software are functioning properly, and to evaluate the need for upgrade and/or replacement of individual hardware and software components.

General Consulting/IT services:

- Server, workstation, printer, network device consultation, configuration, and installation, software updates, network troubleshooting. On-site repairs and installation of printers, computers and other equipment as necessary.

Network Status:

- All hardware and software programs are to be reviewed and updated to protect the network server and workstations. Utilization of hardware, software, and services that check traffic, block restricted sites, and prevent cyber attacks are to be reviewed and recommendations are to be made.
- Keep network topology diagram up to date.

- Consultation on network changes that may be required if internet or third-party access provider requirements and protocols change.
- Maintain library intranet to provide following services:
 - Reliable performance and access to internet up to the library firewall
 - Ensure ability to provide remote support if needed
 - Access and performance to all library intranet equipment, including scanners, printers, servers, and workstation clients
- Maintain library wireless system to provide:
 - Security to library staff wireless network.
 - Access for legitimate library patrons within the network range.
 - Malware protections (antivirus, spyware, Trojan horses, and rootkits).
 - Appropriate privacy protections (encryption of library use records, certificates, secure access).
 - Monitor and provide recovery and consultation for common wireless issues, such as
 - Network wardriving and piggybacking
 - Interference from secondary nets
 - Bandwidth degradation and user limits (too many simultaneous users)

Professional Information and Qualifications

Each interested firm shall submit the following information:

1. Name of Firm
2. Address of principal place of business and all partners or firm's offices and corresponding telephone and fax numbers. Please note specifically which partners will be assigned to work with the Kimball Library.
3. Prior computer support services.
4. Experience related to representation of Public Libraries (not required).
5. The firm's ability to provide the services in a timely fashion.
6. Response time: days of week available include (charges for express service or after-hours charges).
7. Three references must be submitted with bid.
8. Certifications (Novell, MSND, etc.)
9. Proof of insurance.
10. Any additional services or offerings that are not listed in the RFP above (training, website support, etc.).

Section Criteria

The selection criteria used in awarding a contract or agreement for professional services as described herein shall include:

1. Qualifications of the individuals who will perform the tasks.
2. Experience and references.
3. Ability to perform the task in a timely fashion.
4. Cost competitiveness
5. Other factors, if demonstrated to be in the best interest of the Kimball Library.

Submission Requirements

RFP must be postmarked or hand-delivered no later than April 7, 2009 to:

Diane Heer
Library Director
Kimball Library
5 Academy Ave
Atkinson, NH 03811

A tour of the facilities is required. Please contact the Kimball Library, 603 362-5234 to make an appointment.

Please submit one original and 10 copies to the RFP. Use white 8 ½ X 11 paper.

Appendix E

Kimball Library Technology Bids

Kimball Library Technology Bids

Name	Hours Available	Hourly/Monthly Rate	Yearly Cost	Comments
Rockport Technologies 18 Keewaydin Dr. Salem, NH 03079	8:00 AM-8:00 PM Remote monitoring available	\$850/month includes 10 hours onsite support \$85/hr after the 10 hours.	\$10,200	Large staff
Adel-XT Computer 3 Partridge Lane Derry, NH 03038	8:30 AM-5:00PM Remote monitoring available	\$2000/quarter includes 23.5 hours on site support per quarter. \$85hr after the XX hours.	\$8,000 plus any additional hours needed after XX hours.	One person Currently supports Town of Atkinson. Have contracts with many libraries in NH.
Monarch Technology 58 Priscilla Lane Auburn, NH 03032	24/7 Remote monitoring available	\$95/hour Same rate for evening/weekends.	\$95 X 10hrs/month \$11,400	3 person staff.
RAM Consulting 8 Meditation Lane Atkinson, NH 30811	Not specified	\$50/hour for initial set-up \$100/hour after.	\$50 X 10 = \$500 \$100 X 10 hrs/month \$12,000	1 person Many years experience with local school systems.
First Choice Network 41 Lilak Drive Auburn, NH 03032	24/7 remote monitoring. Unlimited hours on site as needed.	\$900/month Includes unlimited hours onsite and remote.	\$10,800 Plus \$810 for back-up service.	2 person staff Experience with small private music library. Supports many businesses. No set-up fee.

Appendix F

33-A:3-a: Document Disposition and Retention Schedule

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1	TITLE III TOWNS, CITIES, VILLAGE DISTRICTS, AND UNINCORPORATED PLACES CHAPTER 33-A DISPOSITION OF MUNICIPAL RECORDS	33-A:3-a Disposition and Retention Schedule. – The municipal records identified below shall be retained, at a minimum, as follows:																	
2	Document Type	NA	Until Audited + 1Yr	> 1 Yr	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	6 Yrs	7 Yrs	8 Yrs	9 Yrs	10 Yrs	> 10 Yrs < 20 Yrs	20 Yrs	TBD	50 Yrs	Perm
3	I. Abatements: 5 years.								X										
4	II. Accounts receivable: until audited plus one year.		X																
5	III. Aerial photographs: permanently.																		X
6	IV. Airport inspections-annual: 3 years.					X													
7	V. Airport inspections-daily, including fuel storage and vehicles: 6 months.			X															
8	VI. Annual audit report: 10 years.													X					
9	VII. Annual reports, town warrants, meeting and deliberative session minutes in towns that have adopted official ballot voting: permanently.																		X
10	VIII. Archives: permanently.																		X
11	IX. Articles of agreement or incorporation: permanently.																		X
12	X. Bank deposit slips and statements: 6 years.									X									
13	XI. Blueprints-architectural: life of building.																		?
14	XII. Bonds and continuation certificates: expiration of bond plus 2 years.																?		
15	XIII. Budget committee-drafts: until superseded.																		?
16	XIV. Budgets: permanently.																		X
17	XV. Building permits-applications and approvals: permanently.																		X
18	XVI. Building permits-lapsed: permanently.																		X
19	XVII. Building permits-withdrawn, or denied: one year.				X														
20	XVIII. Capital projects and fixed assets that require accountability after completion: life of project or purchase.																		?
21	XIX. Cash receipt and disbursement book: 6 years after last entry, or until audited.																?		
22	XX. Checks: 6 years.									X									
23	XXI. Code enforcement specifications: permanently.																		X
24	XXII. Complaint log: expiration of appeal period.																?		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1	TITLE III TOWNS, CITIES, VILLAGE DISTRICTS, AND UNINCORPORATED PLACES CHAPTER 33-A DISPOSITION OF MUNICIPAL RECORDS	33-A:3-a Disposition and Retention Schedule. – The municipal records identified below shall be retained, at a minimum, as follows:																	
2	Document Type	NA	Until Audited + 1Yr	> 1 Yr	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	6 Yrs	7 Yrs	8 Yrs	9 Yrs	10 Yrs	> 10 Yrs < 20 Yrs	20 Yrs	TBD	50 Yrs	Perm
25	XXIII. Contracts-completed awards, including request for purchase, bids, and awards: life of project or purchase.																		?
26	XXIV. Contracts-unsuccessful bids: completion of project plus one year.																		?
27	XXV. Correspondence by and to municipality-administrative records: minimum of one year.				X														
28	XXVI. Correspondence by and to municipality-policy and program records: follow retention requirement for the record to which it refers.																		?
29	XXVII. Correspondence by and to municipality-transitory: retain as needed for reference.																		?
30	XXVIII. Current use applications and maps: until removed from current use plus 3 years.																		?
31	XXIX. Current use release: permanently.																		X
32	XXX. Deed grantee/grantor listing from registry, or copies of deeds: discard after being updated and replaced with a new document.																		?
33	XXXI. Deferred compensation plans: 7 years.										X								
34	XXXII. Dig safe forms: 4 years.							X											
35	XXXIII. Dredge and fill permits: 4 years.							X											
36	XXXIV. Driveway permits and plans: permanently.																		X
37	XXXV. Easements awarded to municipality: permanently.																		X
38	XXXVI. Elections-federal elections ballots: 22 months after election.					X													
39	XXXVII. Elections-not federal, all other ballots: 60 days after election.				X														
40	XXXVIII. Elections-challenge affidavits: one year after election.					?													
41	XXXIX. Elections-ward maps: until revised plus 1 year.					?													
42	XL. Emergency medical services run reports: 10 years.														X				

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1	TITLE III TOWNS, CITIES, VILLAGE DISTRICTS, AND UNINCORPORATED PLACES CHAPTER 33-A DISPOSITION OF MUNICIPAL RECORDS	33-A:3-a Disposition and Retention Schedule. – The municipal records identified below shall be retained, at a minimum, as follows:																	
2	Document Type	NA	Until Audited + 1Yr	> 1 Yr	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	6 Yrs	7 Yrs	8 Yrs	9 Yrs	10 Yrs	> 10 Yrs < 20 Yrs	20 Yrs	TBD	50 Yrs	Perm
43	XLII. Equipment maintenance: life of equipment.														?				
44	XLIII. Excavation tax warrant and book or list: permanently.																		X
45	XLIV. Federal form 1099s and W-2s: 7 years.										X								
46	XLV. Federal form 941: 7 years.										X								
47	XLVI. Federal form W-1: 4 years.							X											
48	XLVII. Fire calls/incident reports: 10 years.													X					
49	XLVIII. Grants, supporting documentation: follow grantor's requirements.																		X
50	XLIX. Grievances: expiration of appeal period.						?												
51	L. Health-complaints: expiration of appeal period.						?												
52	L. Health-inspections: 3 years.						X												
53	LI. Health-service agreements with state agencies: term plus 7 years.										X								
54	LII. Health and human services case records including welfare applications: active plus 7 years.													?					
55	LIII. Inspections-bridges and dams: permanently.																		X
56	LIV. Insurance policies: permanently.																		X
57	LV. Intent to cut trees or bushes: 3 years.						X												
58	LVI. Intergovernmental agreements: end of agreement plus 3 years.													?					
59	LVII. Investigations-fire: permanently.																		X
60	LVIII. Invoice, assessors: permanently.																		X
61	LIX. Invoices and bills: until audited plus one year.		X																
62	LX. Job applications-successful: retirement or termination plus 50 years.																	X	
63	LXI. Job applications-unsuccessful: current year plus 3 years.						X												
64	LXII. Labor-public employees labor relations board actions and decisions: permanently.																		X

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	
1	TITLE III TOWNS, CITIES, VILLAGE DISTRICTS, AND UNINCORPORATED PLACES CHAPTER 33-A DISPOSITION OF MUNICIPAL RECORDS	33-A:3-a Disposition and Retention Schedule. – The municipal records identified below shall be retained, at a minimum, as follows:																		
2	Document Type	NA	Until Audited + 1Yr	> 1 Yr	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	6 Yrs	7 Yrs	8 Yrs	9 Yrs	10 Yrs	> 10 Yrs < 20 Yrs	20 Yrs	TBD	50 Yrs	Perm	
65	LXIII. Labor union negotiations: permanently or until contract is replaced with a new contract.																			?
66	LXIV. Ledger and journal entry records: until audited plus one year.		X																	
67	LXV. Legal actions against the municipality: permanently.																			X
68	LXVI. Library:																			
69	(a) Registration cards: current year plus one year.					?														
70	(b) User records: not retained; confidential pursuant to RSA 201-D:11.			X																
71	LXVII. Licenses-all other except dog, marriage, health, and vital records: duration plus 1 year.					X														
72	LXVIII. Licenses-dog: current year plus one year.					?														
73	LXIX. Licenses-dog, rabies certificates: disposal once recorded.			X																
74	LXX. Licenses-health: current year plus 6 years.										?									
75	LXXI. Liens-federal liens upon personal property, other than IRS liens: permanently.																			X
76	LXXII. Liens-hospital liens: 6 years.																			X
77	LXXIII. Liens-IRS liens: one year after discharge.					?														
78	LXXIV. Liens-tax liens, state liens for support of children: until court order is lifted plus one year.																		?	
79	LXXV. Liens-tax liens, state meals and rooms tax: until release plus one year.																		?	
80	LXXVI. Liens-tax sale and record of lien: permanently.																			X
81	LXXVII. Liens-tax sales/liens redeemed report: permanently.																			X
82	LXXVIII. Liens-Uniform Commercial Code leases: lease term plus 4 years; purge all July 1, 2007.																		?	
83	LXXIX. Liens-Uniform Commercial Code security agreements: 6 years; purge all July 1, 2007.																			

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1	TITLE III TOWNS, CITIES, VILLAGE DISTRICTS, AND UNINCORPORATED PLACES CHAPTER 33-A DISPOSITION OF MUNICIPAL RECORDS	33-A:3-a Disposition and Retention Schedule. – The municipal records identified below shall be retained, at a minimum, as follows:																	
2	Document Type	NA	Until Audited + 1Yr	> 1 Yr	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	6 Yrs	7 Yrs	8 Yrs	9 Yrs	10 Yrs	> 10 Yrs < 20 Yrs	20 Yrs	TBD	50 Yrs	Perm
102	XCVIII. Police, accident files-hit and run: statute of limitations plus 5 years.														?				
103	XCIX. Police, accident files-injury: 6 years.									X									
104	C. Police, accident files-involving arrests: 6 years.									X									
105	CI. Police, accident files-involving municipality: 6 years.									X									
106	CII. Police, accident files-property damage: 6 years.									X									
107	CIII. Police, arrest reports: permanently.																		X
108	CIV. Police, calls for service/general service reports: 5 years.								X										
109	CV. Police, criminal-closed cases: statute of limitations plus 5 years.																	?	
110	CVI. Police, criminal-open cases: statute of limitations plus 5 years.																	?	
111	CVII. Police, motor vehicle violation paperwork: 3 years.						X												
112	CVIII. Police, non-criminal-internal affairs investigations: as required by attorney general and union contract and town personnel rules.																	?	
113	CIX. Police, non-criminal-all other files: closure plus 3 years.																	?	
114	CX. Police, pistol permit applications: expiration of permit plus one year.						?												
115	CXI. Property inventory: 5 years.								X										
116	CXII. Property record card: current and last prior reassessing cycle.																	?	
117	CXIII. Property record map, assessors: until superceded.																		?
118	CXIV. Property tax exemption applications: transfer of property plus one year.																	?	
119	CXV. Records management forms for transfer of records to storage: permanently.																		X

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1	TITLE III TOWNS, CITIES, VILLAGE DISTRICTS, AND UNINCORPORATED PLACES CHAPTER 33-A DISPOSITION OF MUNICIPAL RECORDS	33-A:3-a Disposition and Retention Schedule. – The municipal records identified below shall be retained, at a minimum, as follows:																	
2	Document Type	NA	Until Audited + 1Yr	> 1 Yr	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	6 Yrs	7 Yrs	8 Yrs	9 Yrs	10 Yrs	> 10 Yrs < 20 Yrs	20 Yrs	TBD	50 Yrs	Perm
120	CXVI. Road and bridge construction and reconstruction, including highway complaint slips: 6 years.									X									
121	CXVII. Road layouts and discontinuances: permanently.																		X
122	CXVIII. Scenic roads: permanently.																		X
123	CXIX. School records: retained as provided under RSA 189:29-a.																	?	
124	CXX. Septic plan approvals and plans: until replaced or removed.																	X	
125	CXXI. Sewer system filtration study: permanently.																		X
126	CXXII. Sign inventory: 7 years.										X								
127	CXXIII. Site plan review: life of improvement plus 3 years.																		
128	CXXIV. Site plan review-lapsed: until notified that planning board action and appeal time has expired plus one year.																	?	
129	CXXV. Site plan review-withdrawn or not approved: appeal period plus one year.																	?	
130	CXXVI. Special assessment (betterment of property): 20 years.															X			X
131	CXXVII. Street acceptances: permanently.																		
132	CXXVIII. Street signs, street lights and traffic lights-maintenance records: 10 years.													X					
133	CXXIX. Subdivision applications-lapsed: until notified that planning board action and appeal period has expired plus one year.																	?	
134	CXXX. Subdivision applications-successful and final plan: permanently.																		X
135	CXXXI. Subdivision applications-withdrawn, or not approved: expiration of appeal period plus one year.																	?	
136	CXXXII. Subdivision applications-working drafts prior to approval: expiration of appeal period.																	?	
137	CXXXIII. Summary inventory of valuation of property: one year.				X														
138	CXXXIV. Tax maps: permanently.																		X

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1	TITLE III TOWNS, CITIES, VILLAGE DISTRICTS, AND UNINCORPORATED PLACES CHAPTER 33-A DISPOSITION OF MUNICIPAL RECORDS	33-A:3-a Disposition and Retention Schedule. – The municipal records identified below shall be retained, at a minimum, as follows:																	
2	Document Type	NA	Until Audited + 1Yr	> 1 Yr	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	6 Yrs	7 Yrs	8 Yrs	9 Yrs	10 Yrs	> 10 Yrs < 20 Yrs	20 Yrs	TBD	50 Yrs	Perm
139	CXXXV. Tax receipts paid, including taxes on land use change, property, resident, sewer, special assessment, and yield tax on timber: 6 years.									X									
140	CXXXVI. Tax-deeded property file (including registered or certified receipts for notifying owners and mortgagees of intent to deed property): permanently.																		X
141	CXXXVII. Time cards: 4 years.							X											
142	CXXXVIII. Trust fund minutes, quarterly reports, and bank statements: permanently.																		X
143	CXXXIX. Vehicle maintenance records: life of vehicle plus 2 years.																?		
144	CXL. Voter checklist-marked copy kept by town pursuant to RSA 659:102: 5 years.								X										
145	CXLI. Voter registration:																		
146	(a) Purged record cards: 5 years.								X										
147	(b) Same day, returned to undeclared status: 5 years.								X										
148	CXLII. Vouchers and treasurers receipts: until audited plus one year.		X																
149	CXLIII. Warrants-land use change, and book or list: permanently.																		X
150	CXLIV. Warrants-property tax, and lists: permanently.																		X
151	CXLV. Warrants-resident tax, and book or list: permanently.																		X
152	CXLVI. Warrants-town meeting: permanently.																		X
153	CXLVII. Warrants-treasurer: until audited plus one year.		X																
154	CXLVIII. Warrants-utility and betterment tax: permanently.																		X
155	CXLIX. Warrants-yield tax, and book or list: permanently.																		X
156	CL. Welfare department vouchers: 4 years.							X											
157	CLI. Work program files: current year plus 6 years.										?								
158	CLII. Writs: expiration of appeal period plus one year.																	?	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1	TITLE III TOWNS, CITIES, VILLAGE DISTRICTS, AND UNINCORPORATED PLACES CHAPTER 33-A DISPOSITION OF MUNICIPAL RECORDS	33-A:3-a Disposition and Retention Schedule. – The municipal records identified below shall be retained, at a minimum, as follows:																	
2	Document Type	NA	Until Audited + 1Yr	> 1 Yr	1 Yr	2 Yrs	3 Yrs	4 Yrs	5 Yrs	6 Yrs	7 Yrs	8 Yrs	9 Yrs	10 Yrs	> 10 Yrs < 20 Yrs	20 Yrs	TBD	50 Yrs	Perm
159	CLIII. Zoning board of adjustment applications, decisions, and permits-unsuccessful: expiration of appeal period.																	?	
160	CLIV. Intent to excavate: completion of reclamation plus 3 years.																	?	

Appendix G

Iron Mountain Summary of Services

From: Todd Barbera [todd_barbera@myfairpoint.net]
Sent: Friday, June 12, 2009 12:32 PM
To: Wendy Barker; Loren Albright; Hammond, David W (IS); Bill Innes
Subject: Fw: Atkinson NH

Attachments: 2008 DRC Data Sheet.pdf

FYI. For about \$1500 per year, you get enough space to store 300 - 400 boxes of documents. The nearby locations are Billerica MA and Milton NH. They will handle destruction on-site. Prior to destruction, a destruction eligibility report would be created and would require two signatures from town officials in order to have the destruction of the documents processed. Based upon the information provided, the digitizing solution (DRC) may be cost prohibitive, but the Image on Demand could be worthwhile.

Todd

----- Original Message -----

From: Silvio, William
To: Todd Barbera
Sent: Friday, June 12, 2009 11:52 AM
Subject: RE: Atkinson NH

Todd,

Thanks again for your time today. Here is a summary of the services that we mentioned over the phone:

- Physical Records storage – physically stores your records at one of our record centers. The environment is extremely secure, and protected from natural risks. All records are accessible through our IMConnect web portal. Standard delivery time is next day, but rush deliveries are available in 3 hours. More information on this can be found at: <http://www.ironmountain.com/records/rms/storage.asp>

- o Monthly minimum account fee of \$125
- o Storage is per cubic foot, usually around \$0.26 - \$0.35 per CF pre month
- o Transactional fees apply whenever you move a box
- § Transportation (truck comes to Town Hall): \$25
- § Retrieval / refile of box: \$3.00 per box
- § Handling of box: \$2.00 per box
- § Secure destruction of box: \$6.00 per box

- Image on Demand – transactional scanning of any records that are already at our site. Pay as you go model limits the cost of scanning older records. More info at: <http://www.ironmountain.com/records/doc/iondemand.asp>

- o Records never leave the Iron Mountain record center, and are thus not at risk.

- o Saves the town employees the cost and labor of retrieving a record from Iron Mountain and then scanning it.
- § \$0.15 per page
- § \$4.50 per file minimum order
- § \$500 one time setup fee to write custom batch class.
- Digital Record Center – Secure, hosted, protected repository for your images. Accessible online. Users can view, print, email, annotate, and download documents. Overview can be found at: <http://www.brainshark.com/ironmountain/vu?pi=890981244> I have also attached the data sheet for this service as well.
- o Able to ingest and run OCR on any records that are scanned as a flat file at customer site.
- o Provides instant disaster recovery protection because the information resides on our servers, and is accessible anywhere there is an internet connection.
- § \$5000 one time implementation fee
- § \$10 per GB per month on our servers
- § \$10 per user per month to have access
- § \$800 per month minimum charge

Please let me know if there is anything else that I can do for you, and I look forward to speaking with you soon.

Regards,

William Silvio

Regional Sales Consultant

Iron Mountain

11 Morse Drive

Essex Junction, VT 05452

Phone: 781-879-0830

eFax: 781-998-0551

william.silvio@ironmountain.com

Scanning Records? Look here for how we can help: <http://www.ironmountain.com/services/democenter/dcs/index.asp>

Take a Tour: <http://www.ironmountain.com/services/tours/>

From: Todd Barbera [mailto:todd_barbera@myfairpoint.net]
Sent: Friday, June 12, 2009 11:39 AM
To: Silvio, William
Subject: Atkinson NH

Hi Bill,

Thanks for your time today. Could you please use this e-mail address for any correspondence from here on out?

Thank you,

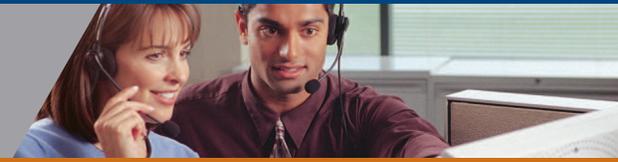
Todd Barbera

The information contained in this email message and its attachments is intended only for the private and confidential use of the recipient(s) named above, unless the sender expressly agrees otherwise. Transmission of email over the Internet is not a secure communications medium. If you are requesting or have requested the transmittal of personal data, as defined in applicable privacy laws by means of email or in an attachment to email you must select a more secure alternate means of transmittal that supports your obligations to protect such personal data. If the reader of this message is not the intended recipient and/or you have received this email in error, you must take no action based on the information in this email and you are hereby notified that any dissemination, misuse, copying, or disclosure of this communication is strictly prohibited. If you have received this communication in error, please notify us immediately by email and delete the original message.

Appendix H

Iron Mountain DRC Data Sheet

Digital Record Center



Enabling anytime, anywhere access to records

Deploying a digital document repository is a well-established way to help your organization apply the benefits of digital communication and collaboration to traditional paper-based practices. By converting paper records to digital images and delivering them on an active content management platform, you can allow users to access and distribute essential business records more quickly, easily, and securely.

For many companies, though, the time and resources needed to plan, deploy, and support an in-house image repository are prohibitive. That's why they turn to Iron Mountain. With this hosted service, Iron Mountain provides your organization with a high-capacity, high-availability Digital Record Center that stores digital copies of business documents in many different formats. Sophisticated search tools and rapid retrieval capabilities allow authorized users to quickly access records on a 24/7 basis via the Internet.

The Digital Record Center combines the benefits of an outsourced solution with the strengths of Iron Mountain's records and information management expertise.

FLEXIBLE CONFIGURATION

Organizations differ in how they file and access documents. Iron Mountain's Digital Record Center supports these differences. Each application can be uniquely configured to reflect your requirements and the way you do business.

ANYTIME/ANYWHERE ACCESS

An Iron Mountain solution provides your office, mobile, and remote workers with 24/7 access to business records, from any system with a web browser. No special client software is required. Storage and access is provided for many document types, including scanned images, report data, electronic business documents, pictures,

and others. With suitable authorization, retrieved documents can be viewed, printed, emailed, or saved to a local folder.

DISASTER RECOVERY AND BUSINESS CONTINUITY

A Digital Record Center solution helps ensure your organization has uninterrupted access to key records after a disaster, even if your facility is destroyed and employees need to relocate to a different site. Your hosted system is housed off-site, at a highly secure Iron Mountain facility, where continuity is ensured by redundant, mirrored IT systems as well as redundant Internet connections and communication links.



ENHANCED SECURITY

It's difficult to ensure the privacy and confidentiality of paper-based records, which may be handled by many different people and are easily copied or stolen. In contrast, the Digital Record Center lets you control user access through login and password requirements. Administrators can apply permissions to control which users can read, and revise sensitive records. Secure document transmission is assured through encrypted Internet links, and audit trails can provide a record of user activity, further enhancing accountability.

PROCESS EFFICIENCIES AND COST SAVINGS

You'll speed up business processes and increase productivity by giving your workers fast, easy access to the information they need to do their jobs, including the latest revisions of documents. With users having access to digital copies, original records can be stored off-site or destroyed, saving on records storage costs and reclaiming valuable real estate space for other uses.

COMPLIANCE

By supporting a consistent approach to records management across all departments and distributed locations, an Iron Mountain solution can help ensure compliance with regulatory requirements. Some examples include requirements to maintain off-site copies of specific records (production logs, environmental studies, pharmaceutical drug testing, etc.) and requirements for retaining business records for purposes of accountability and transparency.

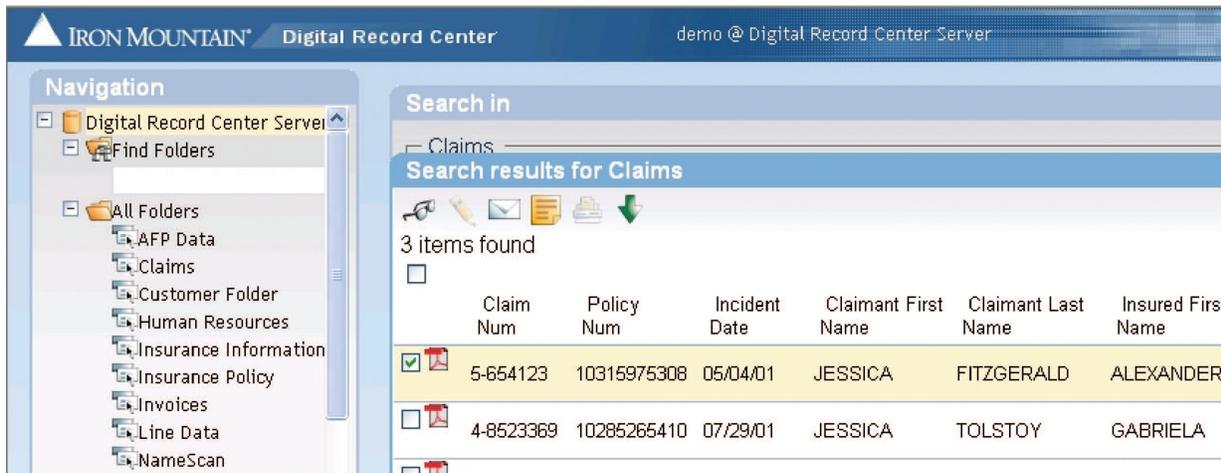
RAPID DEPLOYMENT WITH NO CAPITAL EXPENSE

Iron Mountain's experts are familiar with many business processes and able to help you define the specifics of your solution and activate service in short order. Our

hosted solution requires no upfront investment for hardware, software, or infrastructure. Image capture and indexing can be handled by your in-house staff or outsourced to Iron Mountain.

FEATURES AT-A-GLANCE

- Speeds processes and enhances productivity by providing users with fast, convenient access to active records from any system with a web browser
- With your solution hosted at an off-site location and mirrored on redundant systems, disaster recovery and business continuity are strengthened
- Multiple security features protect sensitive records from being accessed by unauthorized users
- Reduces requirements for on-site records storage, thus reducing costs and freeing up floor space for other uses
- Compliance is enhanced by applying records management practices in a way that is consistent, secure and well documented



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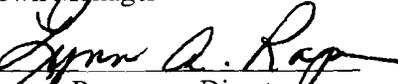
IRON MOUNTAIN®
 745 Atlantic Avenue
 Boston, Massachusetts 02111
 (800) 899-IRON

Iron Mountain operates in major markets worldwide, serving thousands of customers throughout North America, Europe, Latin America, and Asia Pacific.

For more information, visit our Web site at www.ironmountain.com

Appendix I

Town of Salem IT Policy

Policy No.: HR01-08.2	Date of Issue: <u>8-1-2007</u>
Subject: Information Technology Policy	Effective Date: <u>8-1-2007</u>
Approved by:  Town Manager  Human Resources Director	Rescinds: <u>HR01-8</u> <u>Dated: 7/01/01</u> <u>HR01-08.1</u> <u>Dated: 11/01/01</u>

I. SUMMARY

The Town of Salem, NH is emphatic about the following points and hereby formally advises you of the following:

- Your entire computer system (hardware, software & internet) used at work is Town property and can be monitored, eliminated from your use, modified, changed, investigated and reports of usage can and will be generated without the knowledge of the employee. Your computer system is NOT private. If any inappropriate unprofessional, unethical and/or illegal activity is detected, you are subject to discipline up to and including termination from employment.
- Personal information should not be stored on the Town's computer system as this information system is not private, is the property of the Town and is intended to be used for Town business.
- While incidental and occasional personal use of the computer is allowed (please see section IV), the Department Head may deem any other non-work related computer activity that interferes with work productivity as unacceptable and prohibit it. Any computer usage which conflicts with the "best interest" of the Town of Salem or creates an *ethical breach* or *conflict of interest* is prohibited.
- No Town-owned computer or technological equipment shall be connected to any other network outside of the town's private network whether via cable, modem, internet or wireless connections.
- You are prohibited from allowing any unauthorized or undesignated person use your computer system such as friends or family.
- You are prohibited from tampering with any aspect of the Town's computer system including but not limited to virus protection, software installation and so forth. Therefore, you also prohibited from installing any software or hardware without prior approval from the Information Technology Director
- You are expected to act professionally and in a trustworthy manner; use of the Town's computer is a privilege, not a right.

You are strongly encouraged to read this entire policy and sign as an indicator that you will comply and understand these conditions.

II. GENERAL

Policy Statement

Information Technology (IT) systems and Security are assets of vital importance to the citizens, businesses and government of the Town of Salem, NH. The security of information, information systems and security systems used by the Town requires careful protection in order to maintain integrity of government operations and to safeguard information.

Herein, all references to an Employee or User will include all regular full-time, regular part-time Town employees, to include volunteers, contractors, subcontractors, consultants, and anyone entrusted with Town of Salem assets or information. It will also include Selectmen, Committee members and Department of Safety personnel where applicable.

Access provided by the Town of Salem to the Town of Salem users is considered a Town-owned resource, and as such may only be used for conducting Town business. While incidental and occasional personal use is permitted, users of the Town of Salem's assets are reminded that the Town maintains the right to examine, for maintenance or other purposes, any information contained within the systems. Every user is responsible for the appropriate use of Town assets, as defined within this policy. The Town's management shall ensure that all users are fully informed concerning use of Town assets and the directives set forth in this policy.

Scope

Through centralized management of IT equipment and services, all users of the Town's network and assets will be enabled to more effectively share data, information, technology, resources and technical expertise in a cost-effective and efficient manner.

This policy applies to all regular full-time, regular part-time Town employees, to include volunteers, contractors, subcontractors, consultants, and anyone entrusted with Town of Salem assets or information. The definition of information networks and information resources is: any configuration of computer hardware and software that connects users. An information network includes all of the computer hardware, software, stored text and data files. This includes electronic mail (email), local databases, externally accessed databases, CDs, magnetic or optical media, imagery, digitized information, the internet, the World Wide Web, communications technologies, security technologies and other technologies not covered herein. Stand alone workstations are also governed by this policy.

Intended Use

Only authorized staff may use Town information networks, and the networks shall not constitute a public forum. Staff shall have no rights of privacy with regard to their use of Town's information networks. Authorized staff shall use Town information networks with respect for the public trust that they have been provided and in accordance with policy and regulations established by the Town. This policy

does not attempt to articulate all required and prohibited behavior by technology and security users.

Each occurrence of an information security violation requires the initiation of a security investigation to determine the source of the violation and the damage that has been caused. This process is very costly, intrusive to employees and deflects staff from performing work that supports the business of the Town in a productive fashion. It is the responsibility of all employees to comply with the Town of Salem Information Technology Policy. Failure to comply will result in severe disciplinary action. Furthermore, if during an information security investigation, any illegal activity is discovered (e.g., accessing child pornography) the appropriate local, state and federal authorities will also be notified. The policy applies when any Town resource is utilized. The Town of Salem makes no exceptions in following this course of action.

Users should not expect that any information stored on their computers – whether the information is contained on workstation hard drives, file or database servers, removable computer media, within audit logs, or anywhere else – will be private.

III. DISCIPLINE

It is the Town of Salem's policy to place as few restraints on personal conduct as possible. The Town is justifiably proud of its employees and the manner in which they conduct themselves. Each employee is expected to act in an appropriate and responsible manner, using good judgment at all times. However, for the protection of the Town's property, business interest, and other employees, the Town has established certain rules and a specific policy and procedures regarding information and security technologies.

The policy is published for the employees' information and to minimize the likelihood that any employee, through misunderstanding or otherwise, becomes subject to any disciplinary action. It is only fair that the Town expects employees to become familiar with the guidelines the Town considers important regarding information and security technologies. While the Town believes in outlining rules that are fair to all employees, this policy will result in disciplinary action up to and including discharge where deemed appropriate.

Disciplinary action taken will depend on the seriousness of the violation. Disciplinary action will be taken by the appropriate Department Head, in accordance with the Town of Salem policy, appropriate union contract, or the appropriate discipline procedures. Such action may include: counseling, informal or formal reprimands, verbal or written warnings, suspension, demotion, transfer, or other forms of sanctions including termination of employment or contract. Department Heads and/or supervisors are responsible for strictly enforcing adherence to this policy.

IV. INCIDENTAL AND OCCASIONAL PERSONAL USE

While incidental and occasional personal use is permitted, information stored in the Town systems implementing will be treated no differently from other business-related information. In this context, incidental and occasional personal use must comply with this policy. In addition, personal use is permitted only if it complies with the following:

- It does not consume more than a trivial amount of resources and time
- It does not interfere with worker productivity
- It does not preempt any business activity
- It does not constitute private business activity
- It does not create an ethical breach or conflict of interest

Employee's personal information and computer software programs should not be stored on the Town's computer equipment. The Town of Salem staff will not resolve technical problems for users relating to their incidental and occasional personal use of the Town assets.

Department Managers reserve the right to revoke access to any program, service or access deemed inappropriate or causing negative worker productivity at any time without notice. The Town Management or designee reserves the right to monitor, review, audit, intercept, access and disclose all data generated, sent and received. There is no right of privacy in material generated on and stored in the Town's computer equipment.

V. TOWN ASSETS AND USAGE

A. Equipment Usage

All users of the Town's computer equipment and network will adhere to the following procedures:

1. All technology maintained by the Information Technology Department shall be considered property of the Town and should not be assumed private or personal.
2. Any Asset entrusted to an employee becomes that employee's responsibility to safeguard and regulate access to it.
3. Successful operation of information networks requires that all users conduct themselves in a responsible, decent, ethical and polite manner while using the networks. The user is ultimately responsible for his/her actions in accessing and using network service.
4. The Town internet access is intended for Town business use and should be considered a privilege, not a right. Internet access will be granted to employees with a business need for this tool at the discretion of the

Department Head. While Internet access is important to advancing the mission and goals of the Town, it is a privilege, which may be revoked at the discretion of the Department Head. Town employees should be aware that a transaction log is maintained of every Internet site each employee visits. This log may be reviewed to identify inappropriate use of the Internet. The Town Manager or his designee reserves the right to restrict access to certain Web sites.

5. No computer software (including software programs and drivers downloaded from the Internet), computer hardware, technological equipment, peripheral devices or changes to individual desktop computer configurations shall be installed and/or performed on the Town's computers by Town employees without the prior written consent of the Information Technology Director.
6. No computer equipment maintained by the Information Technology Department shall be moved without approval from the Information Technology Department.
7. Only the Information Technology Director's designee shall perform work and/or maintenance of any type on the Town's computer equipment. This is to ensure compliance with overall system architecture, applicable copyright law, and to minimize support requests.
8. There should be no unauthorized duplication, installation or use of software on any computer. Non-compliance with this direction may violate federal copyright laws and be subject to various civil and/or criminal penalties. This may also expose the system to computer viruses, which may damage or destroy programs and data.
9. Equipment must not be used to undertake any licensing agreements for the Town through the use of software acquired from the internet or otherwise without prior approval from the Information Technology Director.
10. All media must be virus scanned prior to introduction to the Town's computer systems. If a computer becomes infected with a virus, contact the Information Technology Department immediately. No employee outside of the Information Technology Department should attempt to clean or remove the virus.
11. It is standard procedure to run virus-scanning software on all computers. It is strictly prohibited to tamper or alter with the anti-virus software that has been installed on any computer.
12. No Town-owned computer or technological equipment shall be connected to any other network outside of the Town's private network whether via cable, modem, internet or wireless connections.
13. External access to the Town network is for employees only. Use of a Town account by friends or family members is strictly prohibited.
14. Any computer with a modem installed runs the risk of a hacker attack. Be aware of this factor and keep your computer connections via the modem to an

as needed basis when traveling or away from the office. Do not allow your computer to sit connected via the modem for an extended period of time unattended. In addition, when at the office, your computer should never be connected via your network connection and an outgoing modem connection simultaneously.

15. Information maintained on Town provided computers is the property of the Town and may be accessed, copied, deleted or otherwise handled as deemed appropriate by the Town. An employee should have no expectation of privacy with regard to such information.
16. Town information is proprietary and cannot be disclosed outside the Town without management authorization.
17. Any violations of copyright laws are prohibited.
18. All employees' files must be stored in the My Documents folder on the desktop. The Information Technology Department is not responsible for any files stored otherwise and files stored in other areas would be subject to deletion without notice.
19. Files to be shared by multiple employees can be stored on the shared area of the file server. Only files stored in an individual's My Documents folder or the network file server will be backed up.
20. The My Documents folder and the file server folders must be cleaned by the user on a regular basis due to size limitations.
21. Employees must be conscious of file size and refrain from storing large quantities of personal files.
22. The Town reserves the right to limit or deny access to certain Electronic Communications services as a security precaution: during electronic viruses/worms outbreaks, a credible threat of attack against the Town's network, or in an ongoing investigation. As a result of such measures, the Town's Information Technology staff does not guarantee availability and quality of service of the third party communication services (IRC, IM, web e-mail, etc.).

B. Accounts

For the purposes of this policy Accounts shall be defined as any network, computer or email accounts and the like. All accounts for Town technology will adhere to the following:

1. All account usernames will be in the '*flast*' format; that is the first initial of the formal first name combined with the last name. In the instance of two people resulting in the same account name, the Information Technology Department may opt to either include the middle initial or a 2 in the case of Jr. vs. Sr.
2. All accounts will be protected by passwords, which will be maintained by the

Information Technology Department. The passwords will expire every 90 days unless otherwise specified by the Information Technology Department and must be changed routinely.

3. All passwords must not be shared under any circumstances. If necessary, employees may grant proxy rights to their email accounts to allow other employees access via the Information Technology Department (vacation, etc.). The user to which the username is assigned is solely responsible for any activities associated with that unique identifier and password.
4. All passwords must be minimum 6 alpha-numeric characters. They must not consist of only numeric characters, only alpha characters or any null characters (blanks). They must not be any form of the username with added characters.
5. All passwords must not be the equivalent of the username.
6. All passwords must not be written in any manner for reference.
7. All passwords must not contain more than 2 consecutive characters (repeating)
8. All passwords must not be personal data such as names, places, birthdays, pet names, dates, etc that may be traceable to the user.
9. After 3 failed password attempts, the account will be locked and can only be unlocked by Information Technology staff.
10. All employees will “lock” their computer if stepping away from the desk. See Appendix A for instruction.
11. All accounts for non-Town of Salem employees require the authorization of the Information Technology Director *prior* to the start date. This is done via the Special Account Request Form that must be completed by the Department Manager & submitted to the Information Technology Director for approval. It is not to be assumed all requested access will be granted by the completion of this form; that is at the discretion of the Information Technology Director and the Town Manager. No unauthorized individual will obtain network access without following this procedure.
12. Access to information considered confidential (certain areas of Human Resources, Payroll, Finance, Town Clerk and Human Services files) will only be granted for use within the employee’s job description and must be approved by Payroll, Finance Director, Human Resources Director and the Town Manager.
13. Anyone who does not currently have direct access to this confidential information but is requesting to gain access must do so via the Town Manager

officially in writing. This is with the exception of legal agencies having the right to such information for business purposes.

C. Electronic Mail (E-mail)

Electronic mail or email is any electronic communication between two or more individuals and may contain any form or combination of text, audio, video, drawings or photographic representation. All email transactions will adhere to the following regulations:

1. The Town of Salem provides email for business purposes. Users have the responsibility to use this resource in an efficient, effective, ethical and lawful manner. Email communications must comply with all generally accepted business etiquette.
2. Email is considered property of the Town and should not be assumed private. The Town maintains the right to monitor any employee's email account at the discretion of the Town Manager.
3. Under the Right-to-Know laws, all email may be considered discoverable in legal matters.
4. The Town expects that all employees will use email daily in an appropriate way to the performance of tasks associated with their positions and assignments.
5. All email messages will be virus scanned.
6. All internal and outbound email messages will be subject to the addition of a disclaimer.
7. Only current, active employees will be granted email accounts. No separate email account will be created for unions or associations.
8. No one shall send an email to the department distribution lists located in the Address Book of Outlook without the approval of that Department Manager. All emails sent to the distribution lists, 'All Town Employees' or other multi-department distribution lists must be first approved by the Information Technology Director, or Town Manager in their absence.
9. No subfolders shall be created under the user's mailbox folders including the Inbox, Deleted Items and Sent Item. Personal Folders must be used instead.
10. All mailboxes are subject to automatic cleaning as scheduled on the server. Long-term storage of emails should only occur through the use of Personal Folders.
11. Users should be aware of Personal Folder size and add additional Personal Folders if size is large.
12. All users are responsible for keeping the size of their Inbox, Deleted Items & Sent Items areas to a minimum. Regular organization and maintenance is required.
13. Email may occasionally be used for individual, nonpolitical purposes on the user's personal time if such use does not violate the terms and conditions of this policy or interfere with Town business. See section Incidental and Occasional Personal Use.

14. Email is proprietary and cannot be disclosed outside the Town without the approval of the Department Manager.
15. Blanket forwarding of email to addresses outside of the Town's network is not allowed.
16. The Town's email system restricts the size of email to a total of 5Mb per message. Please be aware of that limitation prior to sending any email with attachments and use the file server areas whenever possible if corresponding within the network.
17. Email shall not in any form or manner:
 - b. Contain defamatory, false, inaccurate, abusive, threatening, racially offensive, discriminatory, intimidating or hostile comments and/or material
 - c. Contain obscene, pornographic, profane or sexually orientated language and/or material
 - d. Harass, insult, defame or attack others whether directly or indirectly by rumor or hearsay
 - e. Be used to engage in practices that threaten the network
 - f. Be used to assist in a campaign for election of any person to any office or for the promotion of or opposition to any ballot
 - g. Convey information in violation for the disclaimer. Regardless of the users' awareness of the disclaimer, it is implicit in all email communications pursuant to the Town network.
 - h. Intentionally waste limited resources
 - i. Be used for commercial purposes, religion and/or religious institutions or for personal gain
 - j. Exchange proprietary information, trade secrets or any other privileged, confidential or sensitive information that is not authorized
 - k. Create or exchange solicitations, chain letters and other unsolicited email
 - l. Be used for any illegal activity

D. Internet Access

Access to the internet is a tool for meeting the business needs of the Town. Internet usage offers a variety of benefits to the Town and is a resource for research, information gathering, extending and obtaining services and education.

Accordingly, all audit trails and records of activity are considered Town property. The Town of Salem must, and does, maintain the right and the ability to enter into, for maintenance and other purposes, all of the systems and to review any and all data recorded in those systems. This includes, but is not limited to, records of internet sites visited by the Town users. Because the Town of Salem has the right to obtain access to all information retrieved or transmitted over these systems, users should not assume transactions and activities involving the Town internet access are private and confidential. If necessary, the Town may disclose

information associated with internet access within or outside of the Town of Salem.

Users of the Town internet access should understand that, with the exception of a very few instances, all transactions across the internet (e.g., newsgroup access and participation, web browsing, file transfer, software and document downloads, etc.) leave an electronic “trail” and are completely open to any public scrutiny or eavesdropping from any point in the world, both in real-time and in collected form for later examination. There are many organizations, both legitimate and illicit, that track internet use in general and by companies. Additionally, even when individuals use their own methods to access the internet, it is often very easy to identify them as employees of (or otherwise associated with) the Town of Salem.

This policy applies to all access achieved through Town networking infrastructure, including access through the Town network from non-Town locations, such as off-site work locations or employees’ residences.

The following regulations apply:

1. Users should not have any expectation of privacy as to the internet usage via Town computers and networks. Internet access is considered Town property and the Town has a right to monitor the use of such property at any time.
2. The Town internet access is intended for Town business use and should be considered a privilege, not a right. Internet access will be granted to employees with a business need for this tool at the discretion of the Department Head. While Internet access is important to advancing the mission and goals of the Town, it is a privilege, which may be revoked at the discretion of the Department Head. Town employees should be aware that a transaction log is maintained of every Internet site each employee visits. This log may be reviewed to identify inappropriate use of the Internet. The Town Manager or his designee reserves the right to restrict access to certain Web sites.
3. Occasional personal use is permitted for individual, nonpolitical purposes on their personal time, if such does not violate the terms and conditions of this policy or interfere with Town business. See section Incidental and Occasional Personal Use. This access may be revoked at any time.
4. An internet user can be held accountable for any breach of policy, security or confidentiality resulting from their use of the Internet. Such violations of this policy may result in disciplinary action.
5. All users shall not attempt to delete or destroy the history records kept on the computer or network that log internet access.
6. No Town-owned computer or technological equipment shall be connected to any other network or Internet Service Provider outside of the Town’s private network whether via cable, modem, internet or wireless connections, without prior approval of the Information Technology Director.

7. If a user accidentally connects to a site that contains sexually explicit or otherwise offensive material, he/she must disconnect from that site immediately and report the incident to their supervisor and the Information Technology Director.
8. Internet usage shall not:
 - a. Be used to view or distribute obscene, pornographic, profane or sexually oriented material. If viewing sites containing such material is part of the employee's job duties (investigative purposes), it must be reported to the employee's Department Manager *prior* to the site viewing with a case number for cross reference
 - b. Violate any laws, rules and regulations prohibiting sexual harassment
 - c. Be used to engage in any activities for personal gain
 - d. Be used to obtain or distribute copyrighted information without permission
 - e. Be used to obtain or distribute advertisements for commercial enterprises
 - f. Be used to create or propagate any virus, worm, Trojan horse or other destructive program code
 - g. Be used to download or distribute pirated software or data from any source nor any inappropriate images
 - h. Attempting to gain access to another entity's internal network, information systems and services or databases without proper approval
 - i. Attempting to establish a permanent connection to the internet without conforming to the Town of Salem procedures on external connectivity
 - j. Attempting to conceal your identity when accessing web sites, sending email or otherwise using the internet
 - k. Be used to transmit viruses
 - l. Be used to access or transmit obscene or pornographic materials
9. These tenets also apply to Town of Salem users accessing the internet via personal or other means, yet identifying themselves (or in a way they can easily be identified) as Town of Salem employees.
10. Download and/or installation of any and all software is strictly prohibited unless first approved by the Information Technology Department.

E. Telephone and Voicemail

The Town of Salem, NH provides land-line telephone and voicemail service for individuals undertaking mission-related activities. Telephone usage should be based upon cost-effective practices that are applied consistently and comply with government rules and regulations. The following regulations apply:

1. Town land-line telephone equipment is provided for business use.

2. Occasional personal use is permitted for individual, nonpolitical purposes on their personal time, if such does not violate the terms and conditions of this policy or interfere with Town business. Personal calls should be kept to a minimum. See section Incidental and Occasional Personal Use.
3. No employee shall contact any Town land-line telephone or voicemail vendor posing as a representative of the Town and request additions or changes to the current services unless first approved by the Information Technology Director.
4. All users will be required to use a 4-digit code for long distance calls. This code may be requested by contacting the Information Technology Director or the Accounting and Budget Manager. This should be done several days prior to the need as it may take some time to come into effect.
5. Users must not make costly "operator assisted" calls such as person-to-person, credit card calls, or any other calls requiring the services of an operator.
6. Directory assistance (411) calls must be kept to a minimum. Please use the Town provided telephone books whenever possible.
7. Town telephone numbers shall not be used for "third party" calls (i.e.: calling from a non-Town facility or location and charging the call to a Town number).
8. Personal collect calls, calls to 900, 976 or other similar "pay per minute" services are prohibited.
9. Employees are not to forward outside calls to the Information Technology Support line of x6400 or divulge the number to outside resources. This is for internal use only.
10. No employee shall give access to their assigned voicemail box to anyone.

VI. PROCUREMENT

Regardless of the source of funds or equipment, all procurement of computer related equipment must be obtained via the Information Technology Department. All purchases or donations must be coordinated through the Information Technology Director prior to obtaining the equipment, and the Director must approve the procurement for consistency and support purposes.

All procurement requests shall be forwarded to the Information Technology Director for review and approval. This is required to ensure appropriate standardization of products and technology to facilitate support, operational performance and training. With hardware and software components there are issues of network integration, which have to be reviewed.

All procurement of technology whether private or Town property that is intended to interface with the Town's systems in any form or manner, must first be reviewed and approved by the Information Technology Director.

All Department Heads are responsible for submitting a request to the Information Technology Director in writing of any employee additions/changes or technology needs in the next calendar year prior to the beginning of the next budget year cycle.

Failure to do so will result in non-appropriation and no equipment/services shall be provided.

VII. PERSONAL EQUIPMENT USAGE ON TOWN NETWORK

Generally, the use of personal computer equipment or technology on Town property is not permitted. In rare cases, this may be allowed if resources cannot be acquired by the Town. If it is determined absolutely necessary by the Information Technology Director, the Department Head is responsible for completing the Information Technology Employee Property Record Form and returning it to the Information Technology Director for approval *prior* to bringing the equipment into the facility. The Information Technology Director reserves the right to deny any request deemed inappropriate for use. Every attempt to obtain needed resources from Town acquired equipment/property must be exhausted before considering the use of personal property.

The Town of Salem staff will not resolve technical problems for users relating to their personal property and will not be held liable for damage or alteration to this property for use with Town systems.

VIII. GEOGRAPHIC INFORMATION SYSTEMS (GIS)

The Town's GIS system can and should be utilized by all departments and can be applied to a variety of projects. All requests must be made via the IT Department email address or telephone number (see Support section).

The Town of Salem, NH uses Geographic Information Systems (GIS) services to track and visualize geographic information about our natural, manmade, and cultural resources. This information is available to the public through various means and formats. Nominal fees are normally charged to recover the costs of time and materials necessary to produce this information. Public purchases may be made at the front desk of the Town Hall.

IX. SUPPORT

The Town's Information Technology Department is committed to providing an integrated network of technology resources that shall provide data processing and telecommunications services to all Town agencies and authorized users. The IT Department recognizes the continuing need to work in concert with the entire community—Federal, State and County agencies as well as the Private Sector and the public. The IT Department will continuously foster a spirit of cooperation in a secure environment of automated information exchange.

We will make every effort to respond to requests for support as soon as possible. Support requests will be prioritized based on a combination of the severity of the problem and when the request was submitted. Emergency calls take top priority; an emergency is defined as a problem that prohibits you from doing your work at all, and there is no reasonable alternative. Routine service calls or problems that do not

prevent you from working will be prioritized based on the severity of other open calls. Routine service calls include those which may require the user to re-route their printing or simply work at another workstation. Please note that support is prioritized based on the request and not on the user.

In that respect, the IT Department provides support along these regulations:

1. Users may contact the IT Department for support by means of the Department email (located in the Outlook address book) or by telephone at x6400. Both of these are for internal purposes only and may not be given to outside sources.
2. The Town of Salem staff will not resolve technical problems for users relating to their personal property and will not be held liable for damage or alteration to this property for use with Town systems.
3. The Town of Salem staff will not resolve technical problems for users relating to their incidental and occasional personal use of the Town assets.

X. FUTURE TECHNOLOGY

The Town is aware that technological advancements are fast paced. In an attempt to keep pace with these advancements the Town realizes that changes in this use policy may need to be made on a frequent basis. Revisions to this policy can and will be made on an as needed basis.

Appendix J

Town of Atkinson Website Contents

Outline of Proposed Municipal Website
Town of Atkinson Home Page (www.town-atkinsonnh.com)

1. Primary Navigation Set (Horizontal)
 - 1.1. Home
 - 1.2. Quick Reference
 - 1.3. Calendar
 - 1.4. Contact Us

2. Secondary Navigation Set (Vertical)
 - 2.1. Departments
 - 2.1.1. Board of Selectmen
 - 2.1.2. Town Administrator
 - 2.1.3. Code Enforcement
 - 2.1.4. Finance
 - 2.1.5. Fire
 - 2.1.6. Historical Society
 - 2.1.7. Library
 - 2.1.8. Police
 - 2.1.9. Public Works
 - 2.1.10. Recreation & Community Center
 - 2.1.11. Tax Assessor
 - 2.1.12. Tax Collector
 - 2.1.13. Town Clerk
 - 2.1.14. Town Moderator
 - 2.1.15. Cable TV

 - 2.2. Boards, Committees & Commissions
 - 2.2.1. Budget Committee
 - 2.2.2. Conflict of Interest Committee
 - 2.2.3. Conservation Commission
 - 2.2.4. Elderly Affairs
 - 2.2.5. Planning Board
 - 2.2.6. Technology Committee
 - 2.2.7. Zoning Board

3. Tertiary Navigation Set (Footer)
 - 3.1. Privacy Policy
 - 3.2. Terms of Use
 - 3.3. Contact Us
 - 3.4. Copyright
 - 3.5. Web Master

4. Contents
 - 4.1. Welcome to Atkinson...
 - 4.2. News

Contents of Proposed Municipal Website
Town of Atkinson Home Page (www.town-atkinsonnh.com)

Primary Navigation Set (Horizontal)

- 1.1 Home
- 1.2 Quick Reference
 - Emergency Services contact info
 - Local Utility Services contact info
 - Town Building/Dept addresses and contact info
 - School addresses and contact info
 - Statistical Information
- 1.3 Calendar
 - Calendar Image with meeting times/places and agenda links
- 1.4 Contact Us
 - Form for email information requests
 - Directions to the Town Hall

Secondary Navigation Set (Vertical)

2.1 Departments

2.1.1 Board of Selectmen

- Mission Statement
- List of Members
- Link to Bylaws (.pdf)
- Link to Agendas (.pdf)
- Link to Minutes (.pdf)

2.1.2 Town Administrator

- Welcome
- Link to Town Report

2.1.3 Code Enforcement

- Mission Statement
- List of Members
- Links to Relevant Information (.pdf)
 - Documents and Applications (.pdf)
 - Regulations (.pdf)
 - Community Profile (.pdf)
 - Building Permit Information
 - Wells and Pools Information
 - House Numbering Information
- Link to Agendas (.pdf)
- Link to Minutes (.pdf)

2.1.4 Finance

- TBD

2.1.5 Fire (Sub domain)

- Move relevant information currently on the <http://www.atkinsonfiredepartment.com> to a sub domain

2.1.6 Historical Society (Sub domain)

- Move relevant information currently on the <http://www.atkinsonhistoricalsociety.org> to a sub domain

2.1.7 Library

- Link to External Website

2.1.8 Police (Sub domain)

- Move relevant information currently on the <http://www.atkinsonpolice.us> to a sub domain

2.1.9 Public Works

- Listing of all "Public Works Departments"
 - Animal Control
 - Cemetery
 - Road Agent
 - Waste Management

2.1.10 Recreation & Community Center (Sub domain)

- Move relevant information currently on the <http://www.atkinsonrecreation.org> to a sub domain

2.1.11 Tax Assessor

- Mission Statement
- Tax Assessor (Assessment Dept) Contact Information
- Link to Property Values (.pdf)
- Elderly Exemption Form (.pdf w/ ability to submit)

2.1.12 Tax Collector

- Mission Statement
- Tax Collector Contact Information

2.1.13 Town Clerk

- Mission Statement
- Town Clerks Office Contact Information
- **Link to E-Registration**
- Links to Relevant Information and Forms
 - Dog License Application (.pdf)
 - Town Election Absentee Ballot Application (.pdf)
 - State Election Absentee Ballot Application (.pdf)
 - Personal Record Request Applications (.pdf)
 - List of Fees
 - Voter Information

2.1.14 Town Moderator

- Mission Statement
- List of Members
- **TBD**

2.1.15 Cable TV

- Link to External Website

2.2 Boards, Committees & Commissions

2.2.1 Budget Committee

- Mission Statement
- List of Members
- Link to Town Budget (.pdf)
- Link to Bylaws (.pdf)
- Link to Agendas (.pdf)
- Link to Minutes (.pdf)

2.2.2 Conflict of Interest Committee

- Ordinance
- List of Members
- Conflict of Interest Petition (.pdf w/ ability to submit)
- Link to Bylaws (.pdf)
- Link to Agendas (.pdf)
- Link to Minutes (.pdf)

2.2.3 Conservation Commission (sub domain)

- Move relevant information currently on the <http://www.atkinsonconservation.org> to a sub domain

2.2.4 Elderly Affairs

- Mission Statement
- List of Members
- Move relevant information currently on the <http://www.atkinsonpolice.us>

2.2.5 Planning Board

- Mission Statement
- List of Members
- Proposed Zoning Amendments 2009 Town Meeting (.pdf)
- Land Use Permit Form (.pdf)

2.2.6 Technology Committee

- Mission Statement
- List of Members
- Link to Agendas (.pdf)
- Link to Minutes (.pdf)

2.2.7 Zoning Board

- Mission Statement
- List of Members
- Link to Agendas (.pdf)
- Link to Minutes (.pdf)
- TBD

Tertiary Navigation Set (Footer)

Privacy Policy
Terms of Use
Contact Us
Copyright
Web master

Contents

Welcome to Atkinson...
News/Announcements

Appendix K

Town of Atkinson Page Index

Town of Atkinson Website Page Index				
Page ID	Common Name	Technical Name	URL	Type
1.1	Home	index.htm	http://www.town-atkinsonnh.com/index.htm	
1.2	Quick Reference	quickref.htm	http://www.town-atkinsonnh.com/quickref.htm	
1.3	Calendar	calendar.htm	http://www.town-atkinsonnh.com/calendar.htm	
1.4	Contact Us	contactus.htm	http://www.town-atkinsonnh.com/contactus.htm	
2.1 Departments				
2.1.1	Board of Selectmen	boardofselectmen.htm	http://www.town-atkinsonnh.com/boardofselectmen.htm	
2.1.2	Town Administrator	townadmin.htm	http://www.town-atkinsonnh.com/townadmin.htm	
2.1.3	Code Enforcement	codeenforce.htm	http://www.town-atkinsonnh.com/codeenforce.htm	
2.1.4	Finance	finance.htm	http://www.town-atkinsonnh.com/finance.htm	
2.1.5	Fire	firedepartment.htm	http://www.fire.town-atkinsonnh.com/firedepartment.htm	SUBDOMAIN
2.1.6	Historical Society	historicalsociety.htm	http://www.historical.town-atkinsonnh.com/historicalociety.htm	SUBDOMAIN
2.1.7	Library	n/a	http://www.kimballlibrary.com/	EXTERNAL LINK
2.1.8	Police	policedepartment.htm	http://www.police.town-atkinsonnh.com/policedepartment.htm	SUBDOMAIN
2.1.9	Public Works	publicworks.htm	http://www.town-atkinsonnh.com/publicworks.htm	
2.1.10	Recreation and Community Center	recandcommcenter.htm	http://www.recreation.town-atkinsonnh.com/recandcommcenter.htm	SUBDOMAIN
2.1.11	Tax Assessor	taxassessor.htm	http://www.town-atkinsonnh.com/taxassessor.htm	
2.1.12	Tax Collector	taxcollector.htm	http://www.town-atkinsonnh.com/taxcollector.htm	
2.1.13	Town Clerk	townclerk.htm	http://www.town-atkinsonnh.com/townclerk.htm	
2.1.14	Town Moderator	townmoderator.htm	http://www.town-atkinsonnh.com/townmoderator.htm	
2.1.15	Cable TV??	n/a	http://www.act.org??	EXTERNAL LINK
2.2 Boards Committees and Commissions				
2.2.1	Budget Committee	budgetcomm.htm	http://www.town-atkinsonnh.com/budgetcomm.htm	
2.2.2	Conflict of Interest Committee	conflictoint.htm	http://www.town-atkinsonnh.com/conflictoint.htm	
2.2.3	Conservation Commission	conservation.htm	http://www.conservation.town-atkinsonnh.com/conservation.htm	SUBDOMAIN
2.2.4	Elderly Affairs	elderlyaffairs.htm	http://www.town-atkinsonnh.com/elderlyaffairs.htm	
2.2.5	Planning Board	planningboard.htm	http://www.town-atkinsonnh.com/planningboard.htm	
2.2.6	Technology Committee	techcomm.htm	http://www.town-atkinsonnh.com/techcomm.htm	
2.2.7	Zoning Board	zoningboard.htm	http://www.town-atkinsonnh.com/zoningboard.htm	
3.1 Privacy Policy				
3.1	Privacy Policy	privacypolicy.htm	http://www.town-atkinsonnh.com/privacypolicy.htm	
3.2 Terms of Use				
3.2	Terms of Use	termsofuse.htm	http://www.town-atkinsonnh.com/termsofuse.htm	
3.3 Contact Us				
3.3	Contact Us	contactus.htm	http://www.town-atkinsonnh.com/contactus.htm	

Appendix L

Town of Atkinson Website Layout

Logo

Header

Primary Navigation Set

Secondary
Navigation
Set

Welcome...

News/Announcements

Tertiary Navigation Set (Footer)

Appendix M

Town of Salem Telecom Interview

Technology Committee – Telecom Interview

Date: June 23, 2009

Place: Atkinson Town Hall

Attending: Cynthia Crescenzi, Director of Information Technology, Town of Salem N.H.

Committee Members: Todd Barbera, Wendy Barker, Dave Hammond, Bill Innes, Joyce LaFrance

Summary:

- Cynthia has just completed her 8th year as IT director in Salem. She has a staff of 3 including 2 system administrators and a Geographic Information System (GIS) analyst.
- Current priorities are:
 - Continuous improvement in the IT environment
 - Improve level of service to town residents
 - Upgrade town computers (PCs, laptops and servers)
- Salem has difficulty getting consistent direction due to changes in the Board of Selectmen due to the election process and changes in town needs
- Funding for IT is an issue due to current economic situation. Planned to change clients (PCs and laptops) every 3-5 years and servers every 8 years but has not been able to stick to plan. Warrant articles have not passed. Has tried to get an IT capital fund established without success. Believes that Salem must commit to a capital fund - everyone depends on technology and if it fails you're in trouble – but has trouble committing to the required cost
- Started by centralizing miscellaneous IT spending (discs, printer paper, printer ink, etc.) into her budget and bought in bulk saving the town money. Got finance to require all IT purchases to be approved by the IT Director
- There is an annual hardware contract for “out of warranty” PCs, laptops and printers with a vendor located in Haverhill. There are approximately 200 – 225 laptops and PCs in 9 locations in Salem. Approximately 150 to these are “out of warranty”. The contract costs just under \$14,000 and includes parts and labor and equipment is replaced if not fixable. Network and firewall issues are handled outside of this contract.
- Employee's files, work documents and email are kept on town servers and not on their computers – they are not allowed to keep any files on their computers.
- The town created one town web site with sub-domains for town departments. This was accomplished with the strong support of the town manager. All web site content has to be approved by the IT Director or the town manager

Questions:

1 - What was the highest priority for the Town of Salem when it began to proactively implement IT solutions? [More functionality and higher level of customer service.](#)

2 - When you started this process, how did the Town of Salem go about prioritizing where to start? What process did you follow? [When I arrived in July of 2001, I was instructed by the Town Manager to create a warrant article for the 2002 budget to include the purchase of new computers and servers for the Town as everything that existed was out of date, 'garage-brand' and inconsistent both in hardware and software.](#)

[In order to accomplish this meant I had to first take inventory of all hardware and software in Town, while verifying licenses wherever possible. Once I had a baseline inventory, I then plotted out the network architecture as I deemed appropriate. With a complete total of PCs along with a plan for needed servers, I could then get estimates and therefore arrive at a total. Because these were deemed replacements, it went through the operating budget process and once approved I went out to bid. Once the vendor was selected, I began ordering with the instructions to ship in waves of 10 or so per week. This allowed us to have a steady rollout pattern. We rolled the PCs out by dept and building. We labeled each computer with an asset tag to keep tracking them throughout their life.](#)

3 - What did you first identify as the top priority or priorities? PCs and servers were top priority as was the other direction I was given to create a new website. Once those items were done, we had some rogue problems that forced us to replace our telephone system and consequently our building connections as well. Perhaps it is best explained with an excerpt from my Information Technology Master Plan:

“Key Historical Benchmarks

One way to view how information technology has evolved in the Town, is to look at how it has been managed and at how services have been delivered over time. As in most organizations, “data processing” in the Town initially developed around a centralized philosophy. Information technology was managed centrally by the former Data Processing Department (now called Information Technology). All automated services, which were mainly financially based, were delivered from one large IBM System 38 midrange computer. At that time, the Data Processing Department consisted of one person who provided mainly programming support. Due to constraints of technology, midrange solutions tended to be “one size fits all”. This was the environment through the mid-1980’s, at which time the first desktop computers were acquired only for secretaries to perform word processing. The introduction of desktop computers to the Town marked the beginning of decentralized service delivery.

A second programmer came on board in 1985 and in 1992, a “new” midrange computer was purchased, an IBM AS/400 F45. This machine was purchased used at about 4 years old to save on cost. The main type of interface to this computer was a “dumb” terminal, or one that had no memory or processor of its own. This was solely a terminal emulation interface and could not even do simple word processing. Although the “new” AS/400 allowed the programmers to write programs that could cover more areas including payroll and accounting functions and add functions like taxes and building permits, it still was far from all-encompassing.

As time went on, more PCs were purchased and the Data Processing Department became the Information Services Department, taking on more responsibility including telephones and basic PC support. Initially all of the Town’s PCs were stand-alone units; networking did not begin until the mid-1990’s. There was no overall plan for developing the network, no clear responsibility for management of the network, no protection put into place for security and no long-range funding. The network was built piece-meal over the years, with portions built by individual departments. Many departments began acquiring their own technical staff, contractors or equipment and generally each building evolved on its own, each operating as an island. Although this may not have been a conscious Town strategy, it marked the beginning of a fragmented approach to managing information technology.

A GIS position was created in 1995 as the Town of Salem saw the need to store and retrieve map related data on-line in digital form. The Police Department purchased an IBM AS/400 for their dispatching and record management needs in 1997. In 1999, the Town launched its first website. This was the first attempt to reach the new age of the World Wide Web and provide information to the citizens of Salem electronically. In 2000, the first Information Technology Policy for employees was written and included in the Employee manual. This initial policy was basic and only covered acceptable use and the Town’s rights to information. In 2001, a more comprehensive IT policy was written, expanding the document from 3 pages to 6 and covering additional topics such as accounts, email, Internet access and personal use. A PC standard was created in 2001, purchasing all new computers to create a baseline for support, cost and time efficiency and software compliance. The Information Services Department became the Information Technology Department in 2001 as the responsibilities of the department grew from providing services to full support as well as providing hardware and project resources. The IT Department took over the responsibility of Town Hall building security in 2001 when the security system was upgraded and maintained on a local PC.

In 2002, the lack of technological security hit home and hard for the Town. Salem’s website had already been hacked into at least twice since it had been created, the network fell victim to “spoofing” causing Salem to be “blacklisted” by many ISPs, and the telephone system had been hacked into and was being used illegally. 2002 became the year of security and creating true network architecture. The Town’s first firewall was implemented, all existing communications lines were upgraded to private T1 lines from 19.2Mb dial-up modem connections, the telephone system was replaced with one that

had no security flaws, and many actual servers built for the high demands of being a server and to distribute the load were installed to replace the few personal computers acting as servers on the network. Additionally in 2002, a new Systems Administrator position was created for PC support and network administration. In 2003, a training program was begun for employees and taught by the IT Department for Microsoft Office products. This training program was aimed at furthering the education and training of the Town's employees. Many of the employees, even if they did work on a PC, hadn't been exposed to many of the programs, if at all. In 2004, an employee identification program was implemented and maintained by the IT Department. This provided the Town with a way of officially identifying their employee base, something important especially with public interaction.

The two Fire Department substations were brought on-line with connectivity in 2005 allowing the implementation of the Red Alert system for that department. This system provides a means for efficient dispatching, reporting and tracking of personnel, equipment and reports for the Fire Department. In 2006, the Town Hall's AS/400 system was replaced with a client/server solution. After 2 years of research, a Windows-based solution was chosen as the best fit. This solution will also provide a tool for areas that had no technology previously such as Human Resources, Recreation, Health, Code Enforcement, Inventory, Cemetery, Citizen Response Tracking and Work Orders.

It is also informative to look at the Town's culture and historical attitudes toward information technology. To describe what the Town's approach to the use of information technologies has been, significant issues can be identified:

- Prior to 2001, information technology had been used on an ad-hoc basis, with no overall plan and no Town-wide focus. Small pockets of pseudo-current technology existed, however the Town's overall information technology resources were obsolete.*
- Technology decisions had been department driven and budget restricted. As a result, funding was fragmented, technology capabilities varied significantly from department to department, and large projects were purchased as only portions of a whole, creating an incomplete and immediately inferior system.*
- Few, if any, technology guidelines had been developed and no technology standards were adopted or enforced.*
- IT expenditures were seen as a cost to be minimized, not as an investment to improve productivity throughout the Town departments by reshaping how work was done or how services were delivered.*
- The Town tended to underestimate the true costs of technology, especially the ongoing costs. Initial hardware and software costs may have been funded, but ongoing training, maintenance, support or upgrade and replacement costs were met with reluctance.*
- In general, purchases had been done by individual departments. There had been limited use of central or shared research on products.*

While some of these issues may still be obstacles today, each day we strive to improve over what we had yesterday. With the help and support of the Town Manager, Board of Selectman and Budget Committee, the issues will be resolved and technology will be viewed as the valuable and necessary investment we cannot afford to be stingy with."

4 - What were the first investments in IT for Salem under your watch? Probably best addressed in the excerpt noted in the prior question.

5 - How does Salem handle security issues? Do you have policies and procedures written on things like system admin access, user account administration, email, internet access, etc.? We have an ever-evolving Information Systems Policy outlining proper use and what is expected from employees. We have internal department procedures for consistency. No employees, vendors or interns outside of the Information Technology Department are given Admin access. All work done by vendors must be supervised by IT staff.

6 - Why does Salem want to integrate Cable TV technology management with IT systems management? We only want to integrate the ease of use for the citizen to access meeting information on the website.

7 - What is the current state of IT in Salem? We are in a state of uncertainty, particularly because of the poor economy. We have had different guidance from various boards which has put us behind in our technology plan and rotation. Now with a slowed economy, it will unfortunately be something that we will have to wait out before it can be corrected.

8 - What is your annual IT budget in Salem? For HW/SW? For IT Support staff (labor + benefits)? Total operating budget is about \$570K, not including capital or warrant articles. Personnel costs for a Director, 2 Sys Admins & 1 GIS Analyst is \$377,487 including benefits, etc.

9 - How many IT support staff work for Salem? Contractors vs employees? There is 1 Director, 2 Systems Administrators & 1 GIS Analyst.

10 - What is your recent history on getting new IT funded via warrant articles in Salem? We have been successful in funding the replacement of the Townhall's AS/400 system, as well as the Police Department's AS/400 system most recently. We also partially funded an Information Technology Trust Fund.

11 - What suggestions or recommendations do you have for Atkinson regarding implementation and management of IT? Hire permanent IT staff (I would recommend at least 2) and get buy-in from boards and committees to make a permanent, long-range technology commitment by annually funding improvements and upgrades. Small steps each year will avoid loss of project and aid in keeping up with demand and expectation.

12 - How is the Cable TV dept funded? Any idea on its annual budget? I don't know the budget at this time. I believe they are at least partially funded by the Cable Television Fund.

13 - How is Salem doing with regards to RSA-91A compliance in the IT space? I will assume you are referring to the access to meeting minutes? We post approved minutes on the website as well as in the Town Hall & I believe the library.

14 - What is Salem's document management strategy? This is one of our next hurdles. We'll be looking into data library storage and other options.

15 - How do you track hardware and software assets? An Excel spreadsheet.

16 - What areas of Salem's IT do not fall under your purview? The School department and the Library.