

2010 Information Technology Services Department Business Plan

Executive Summary

The strategy for Information Technology Services (ITS) is to partner with their customers, enabling them to operate efficiently and to serve their customers effectively through technology solutions. The technology strategy has several key elements; provide an adequate technology infrastructure for departments in making quality operational improvements; redesign existing business processes with technology to achieve improvements in service quality and achieve administrative efficiencies; and promote the use of technology in enabling government services without “doors, clocks or lines”. The City’s long-term commitment to provide quality customer service through the effective use of technology is manifested in service enhancements; improved access to services electronically, expedited response to citizen inquiries, improved operational efficiencies, better information for management decisions, and increased performance capabilities. Information Technology Services consists of 9 programs, Administration, Applications, CIS, Database, Desktop, Enterprise One, GIS, Network and Telephony all dedicated to achieving the departmental and organizational goals.

In keeping with guidelines established for FY 2010, departments were instructed to focus resources on those service delivery segments that could be linked to support of an organizational goal. This goal mirrored the findings of our environmental scan detailed later. To meet this goal, the first step was ensuring that Information Technology Services aligned itself with the needs of the organization. Information Technology Services conducted an alignment exercise and identified the following key organizational objectives most impacted by IT initiatives.

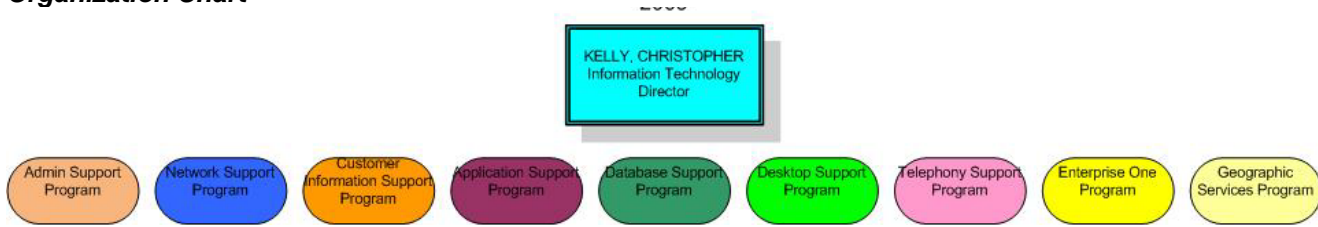
- Deliver High Quality Efficient and Affordable Services
- Provide needed infrastructure improvements and maintain public facilities
- Maximize the efficiency and effectiveness of internal business processes
- Increase employee engagement and satisfaction
- Recruit, develop and retain productive, quality staff

The current economic climate introduces several challenges and opportunities for Information Technology Services. The limits placed upon budgetary resources are two-fold for Information Technology Services. First, the shrinking revenue and budgets impact ITS directly, but secondly as other departments face the same budget shortfalls they look to ITS to help bridge the gap between budget capacity and service delivery. This second paradigm creates an opportunity for Information Technology Services to deliver exceptional value to the organization. By focusing the majority of our efforts on the organizational objective of “*Maximize the efficiency and effectiveness of internal business processes*” we can help each department make the most of the limited resources available. Information Technology Services will also focus on completion of several projects which will improve overall sustainability of the organization. Many of the opportunities for technological innovation will involve the city’s ERP system Enterprise One. Support resources for this system are very limited and inhibit the ability for ITS to provide the greatest benefit in this area. Leased fiber contracts due to expire in 2010 will be replaced by privately owned fiber, this is critical to the organization since lease rates are expected to increase 10-fold. Information Technology Services also seeks to aggressively contain costs on software and hardware support contracts as these have become an increasing percentage of the budget over the past years. Open Source software solutions, which is becoming increasingly mainstream, is one option ITS already begun to utilize in an effort to control software support costs. The continued movement of services, including video, to the web and social networking platforms will require tools and resources but provides great opportunity for efficiencies in delivery. Several city-owned applications have “web-ready” modules which enable transacting business over the web and only need business support and resources to enable implementation. ITS will work with departments which have completed business plans for utilization of the web to enable optimized service delivery in that manner.

Mission Statement

The ITS department will provide quality, standardized services with continuous education and innovative technology solutions to effectively serve the staff and citizens of Olathe.

Organization Chart



Department Programs & City Council Priority

Administration (NA) Networks(NA) Customer Information Support(NA) Applications(NA) Databases(NA) Desktop(NA) Telephony(NA) EnterpriseOne(NA) GIS(NA)

Key Result Areas Supported

Information Technology Services is a component of the Service Delivery Support KRA, but provides direct support to all KRAs.

Strategic Alignment

PERSPECTIVE	ORGANIZATIONAL OBJECTIVES	DEPARTMENT OBJECTIVES	KEY RESULT INDICATORS	ACTUAL 2008	PROJECTED 2009	TARGET 2010	3-5 YEAR GOAL
Customer							
Financial	Deliver high quality, efficient, & affordable services	Manage resources within budget	Actual expenditures as % of amended budget	98%	95%	98%	100%
Internal	Maximize the efficiency and effectiveness of internal business processes	Build a process-centered organization demonstrating sustained high performance and continuous improvement	% of COBIT objectives meeting Level 3 Maturity Model	NA	80%	80%	90%
		Enable all Olathe residents, businesses, visitors, and the public at large to access City services in the most effective manner using technological innovation	% of Olathe's planned on-line services are available to employees, residents, visitors, and the public at large	50%	75%	100%	100%
		Ensure customer needs are translated into tangible services and results	% of employees that rate as Very Satisfied or Satisfied with the City's information technology services.	95%	93%	93%	95%
		Provide internal City organizations with a wide range of high quality shared business services that yield significant benefits from a consolidation and concentration of efforts	# of City business processes improved annually via technology	NA	20	30	30
		Increase employee access to information	% scheduled uptime average for critical components	99.99%	99.99%	99.99%	99.99%
Employee	Increase employee engagement and satisfaction	Create and maintain a high performance workplace	% of IT employees rated 4 or higher on engagement survey	NA	4	4.25	4.50
	Recruit, develop, & retain productive, quality staff	Recruit, retain, and develop a diverse workforce to enable them and the organization to excel and adapt to change	% of IT employee turnover rate	9%	10%	10%	10%

Challenges & Opportunities

Economic Impacts

The current economic client introduces several challenges and opportunities for Information Technology Services. As departmental budgets and resources become strained the inevitable shift is toward technology that will enable business to deliver the same or a higher level of service in constrained times. This will place an increased emphasis on Information Technology Services to deliver highly effective solutions in cost-effective manner. Information Technology Services will focus efforts on those applications already in place which have “web-ready” modules, that provide proven capability, and may be implemented with the least impact on city time and resources. Examples of these would be Accela Citizen Access™ and the PCSS iJEMS™ products. While these can offer the quickest return on investment IT development staff will still continue to work on those areas that do not have “web-ready” solutions such as Utility Billing. Other opportunities for improving staff efficiency through electronic meeting services and remote work capabilities will be pursued. Information Technology Services will continue to meet quarterly with each department to assess needs and look for opportunities to “*Maximize the efficiency and effectiveness of internal business processes.*” Information Technology Services has already identified opportunities for Municipal Services Customer Service and Development Services Housing and Transportation programs for which design has already begun to streamline and automate processes. Information Technology Services relies heavily upon these quarterly meetings with key departmental staff and business owners to identify and prioritize future technology initiatives and development efforts. From these sessions Information Technology Services may then assemble a complete city-wide list of options for presentation to and prioritization by the city Leadership team.

Enterprise One Resource Constraints

One particular area of concern for ITS is the limited resources available to support the city ERP system, Enterprise One. Enterprise One supports a broad range of business functions that encompass the entire city operation and therefore is a prime candidate to deliver technological value to many services. Support and therefore opportunity, is limited to one business analyst, which creates a single thread through which all support and possible enhancement must be funneled. ITS will seek to work with business process owners to define requirements for improvement opportunities freeing the Business Analyst to prepare specification documents for developers. Since only one Enterprise One Business Analyst currently exists in-house IT will look for an opportunity to retool existing positions or engage outsourced resources to fulfill the development need.

Security

Security threats to technology infrastructure are a constant and expanding threat across all industry segments. These threats range from external attempts to breach the network security perimeter to literally tens of thousands of virus and worm variations or internal attempts by employees or consultants which may violate regulatory restriction, compromise data or lead to its ultimate loss. Information Technology Services utilizes the latest methods to protect the network and its contents both from within and without. As new threats emerge our ability to deter and repel them will be evaluated to determine whether new countermeasures should be deployed. Additional research is also being conducted to evaluate whether current capabilities are sufficient to meet regulatory requirements for eDiscovery and the associated chain of custody required for related information.

Contractual Support

Annual maintenance and support contracts for both hardware and software represent a growing percentage of the city IT budget. Contract fees have increased an average of 10% annually over the past decade but IT achieved a -2% reduction in 2008 compared to 2007. There is typically minimal negotiating room in the execution of these contracts however ITS in conjunction with the city Purchasing division continues to seek ways to negotiate more attractive long term contracts to avoid rapid annual increases in support cost. Information Technology Services will continue to work with departmental business owners to closely monitor license counts and other criteria used in calculating support fees to ensure that support is not maintained on services no longer providing value. An example of this would be the recent elimination of IVR support of Parks and Recreation which saved over \$4k annually. Serious consideration will also be given to reducing the support levels maintained when possible. Significant savings may be achieved by simply reducing the support

level from 24x7 to 8x5. Information Technology Services will work with the business owner to perform a risk analysis and determine where support levels may be reduced. Software support contracts with Oracle for EnterpriseOne are our most significant contracts and consideration must be given to support levels available over the next two years. Evaluation of upgrade paths and support alternatives will be completed to ensure necessary but cost-effective support for that system. Open Source software solutions, which have become increasingly mainstream, are one option IT has already begun to utilize in an effort to control other software support costs. Web site operating system, Web content management and Learning Management software for Olathe University are just a few examples of free open-source software(FOSS) that have been utilized with great benefit and no capital or contract support cost to the city.

Infrastructure Needs

Leased fiber contracts due to expire in 2010 must be replaced by privately owned fiber, this is critical to the organization since lease rates are expected to increase 10-fold. ParkView Manor, Fire Stations 2 &6 are the most pressing needs at this time as current rates will expire in 2010. Information Technology Services has alternative connectivity options, but each come at a substantial capital cost. Evaluation of the life-span of those facilities combined with the bandwidth requirements and cost of service must be completed in order to determine the appropriate course of action.

Social Network Tools

The continued movement of services, including video, to the web will require extensive ITS tools and resources but provides great opportunity for efficiencies in delivery. ITS will continue to explore cost-effective options and play a key role as an enabler for departments that have a business plan to leverage the web for service delivery.

Supporting Data

2008 Accomplishments by Organizational Objectives

Maximize the Efficiency & Effectiveness of Internal Business Processes

- Completed re-hosting of Utility CIS to provide increased support capabilities.
- Added status tracking and list export capability to the Online Job Application to improve process for recruiter.
- Changed the CRS administration interface to provide real-time tracking of closure rate to users.
- Implementation of Report Manager for storage automation of OMS Reports.
- Implementation of AudioTel at Municipal Services to automate the daily processing of payments by check.
- Crystal Report processing for departments at the City of Olathe to improve availability of information to departments.
- Implemented Virtual Center to enable quicker setup and maintenance of server environment.
- Upgraded document management system to provide improved PDF export capability.
- PCSS – continued progress w/electronic filing to state
- Enabled Point of Sale capability for Mahaffie with access to Parks & Rec registration system
- Developed sales tax and tax abatement applications for Resource Management to streamline handling and reporting.
- Completed inventory of Cemetery plots to enable online capability.
- Redesign of city Intranet site to allow for Department self-management of content.
- Implemented capability for scanned invoices to orders in EOne reducing need for handling and storage of paper.
- Implemented capability for attachment of employees performance planning documents to the employee's record in EOne. Improved tracking and access to planning information.
- Developed a new type of order in EOne for purchasing vehicles to improve tracking and reporting of vehicle procurement process.
- Revamping existing benefit plans in EOne to follow best practice for better management and reporting.
- Added the facilities(physical locations) and business units(divisions and departments) to EOne to improve reporting capabilities.
- Developed improved Fleet Availability report for Municipal Service/Vehicle Maintenance.
- Scheduled journal entries to be done automatically every hour, eliminating manual process and improving timeliness of data in EOne.
- Implemented ability to view and print an organization chart from EOne to aid departments and improve accuracy of supervisory data within EOne.
- Implemented time card automation to improve time entry for departments.
- Shifted used computer sale from in-house to utilization of Govdeals.com
- Completed 1st year of program based budget for IT Department
- Implemented pilot for automated e-ticket system for patrol to reduce officer time required and improve data accuracy.

Deliver High Quality Efficient & Affordable City Services

- Published a Property Special Assessment tool on the public web site that lets citizens look up their property and view the assessment on it, if any.
- Virtualized several databases enabling the decommissioning of 8 physical servers which results in reduced maintenance and energy consumption.
- Completed fiscal 2008 within 98% budgetary expenditure guideline.
- Reconfigured and consolidated multiple telephone circuits resulting in \$10,000 annual savings.
- Completed private fiber connection to 7 additional city sites which will result in \$175,000 annual savings after 2010.
- Replace leased AT&T connection with private fiber resulting in \$38,000 annual savings.

- Outsourced AS/400 support creating a net savings of \$86,234
- Extended PC replacement life cycle from 3 year to 4 creating a \$27,000 annual savings.
- Implemented forced PC nightly power-down resulting in an estimated energy savings of \$13,407.
- Completed connectivity of Santa Fe building to new generator to eliminate duplication and support problems associated with old generator.
- Utilized Altiris automation software for first full year resulting in estimated man-hour savings of \$97,551. This also enabled the PC replacement plan to be completed with minimal delay.
- Hardware downtime (PCs) for 2008 is less than one quarter of one percent or 99.99985% uptime.
- Maintained secure computing environment free from malicious intrusions and viruses.

Provide Excellent Service that Meets Our Customer's Needs and Exceeds Their Expectations

- Built and published online donation system for Mayor's Christmas Tree foundation.
- Migrated Pontem to server-based install, in preparation of publishing cemetery data online
- Achieved 95.6% satisfaction rate average on work order follow-up survey.
- Processed 21,239 online Utility Bill payments by credit card during 2008 resulting in receipts of \$1,462,486.57.
- Deployed informational monitors in City Hall Foyer to improve communication to visitors.
- Implemented CopLogic online police report system for citizen access

Recruit, Develop, and Retain Productive, Quality Staff

Continuing education and training for the City of Olathe EnterpriseOne users

- Assisted and attended 2 weeks of on-site hands on EOne training for Budget and Human Resources (HR)
- Scheduled and led classes for
 - Business script writing
 - Common foundations
 - Customizing your grid
 - Data browser
 - Orientation to PC
 - Mail merge
 - Outlook introduction
 - Outlook message management and file storage
- Assisted with scheduling and attended
 - Purchasing
 - Order entry and Inquiry highlights

Increase Employee Engagement & Satisfaction

- Completed rewrite of Employee Handbook Holiday Pay policy to create consistency and equity in application of policy.
- Solicited staff involvement in naming and design of new Intranet (Ozone).

Promote Community Engagement

- Began broadcast of all channel 7 productions over AT&T U-Verse. First municipality to utilize private fiber connection with AT&T for this purpose.
- Began broadcast of Johnson County commission meetings.
- Worked with KState BioScience & USD233 to deploy webcam to monitor construction activity.

- 1st year of Council meetings video streamed on website complete. 13,036 sessions with 1,409 unique viewers that viewed a meeting. An approximate 25% increase over 2007.
- Hosted and presented an evening of Civic Academy.
- Continued partnership with Johnson County, Overland Park, Lenexa and other JoCo municipalities to bring Wireless Broadband to the Johnson County.
- Working with USD233 on potential fiber network partnership opportunities.
- Representative to Kansas Governors Information Technology Executive Committee.
- Partner with USD233 on GIS High School intern program.

Improve Mobility

- Expanded mobile device platforms to include ActiveSync devices to provide increased service options.

Promote Community Health, Safety & Welfare

- Completed 1st successful audit of Kansas Criminal Justice Information Security standards.
- Completed successful regional severe weather emergency operations exercise in conjunction with KCPL and other regional entities
- Participated in Development Review Committee

Promote & Preserve Cultural & Ethnic Diversity

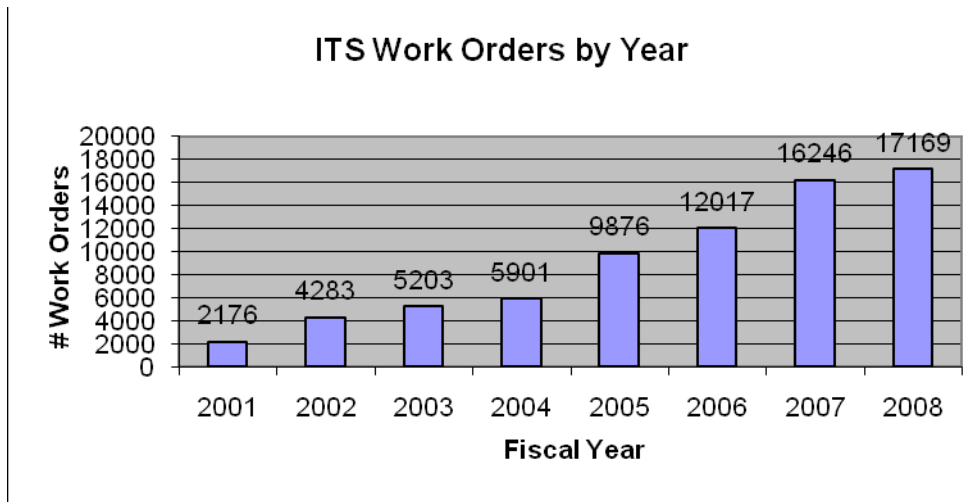
- Continued publication of Spanish language maps.

Provide Needed Infrastructure Improvement and Maintain Existing Public Facilities

- Completed Phase III Construction of the ATMS system ITS segments.
- Completed renovation of lower level of Santa Fe facility
- Continue to provide daily Telephone and Email support to Olathe Library.
- Installed first VOIP phone system within the city in Heritage Center.
- Completed successful PC Replacement process; all machines current in life-cycle.

Environmental Scan Data:

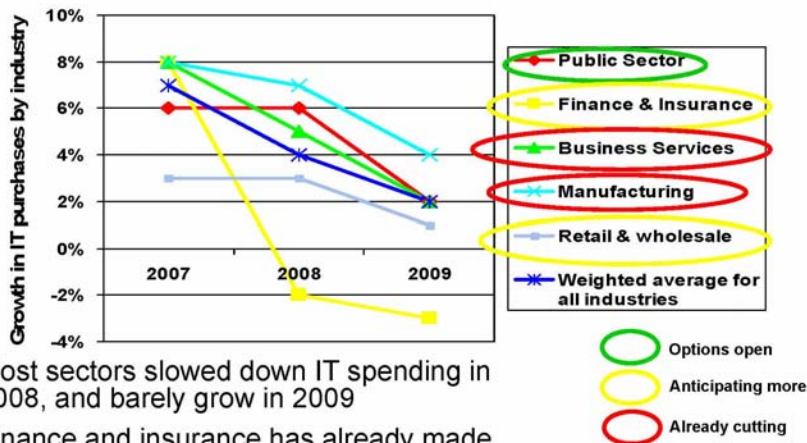
Demands for service continue to increase though a leveling off to 5% growth can begin to be seen in 2008



IT Spending is down across all sectors since 2007 with IT Public Sector spending growth slowing from 6% to 2% in 2009. Olathe IT department actual growth had slowed to 1.8% from 2007 to 2008.

IT spending is down since 2007 in all sectors

US IT Market Outlook, Q4 2008



- Most sectors slowed down IT spending in 2008, and barely grow in 2009
- Finance and insurance has already made significant cuts in IT spending early this year

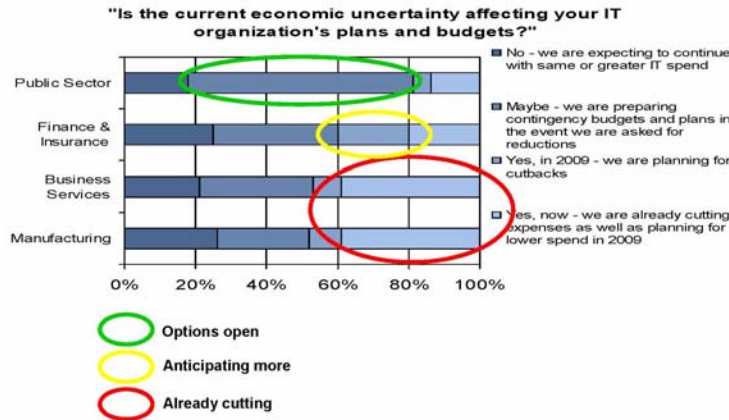
Source: Forrester Research, Inc.

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Most firms are planning or have already cut IT budgets for 2009. Private sector IT cuts are more common than Public Sector at this time.

Firms apply a mix of strategies

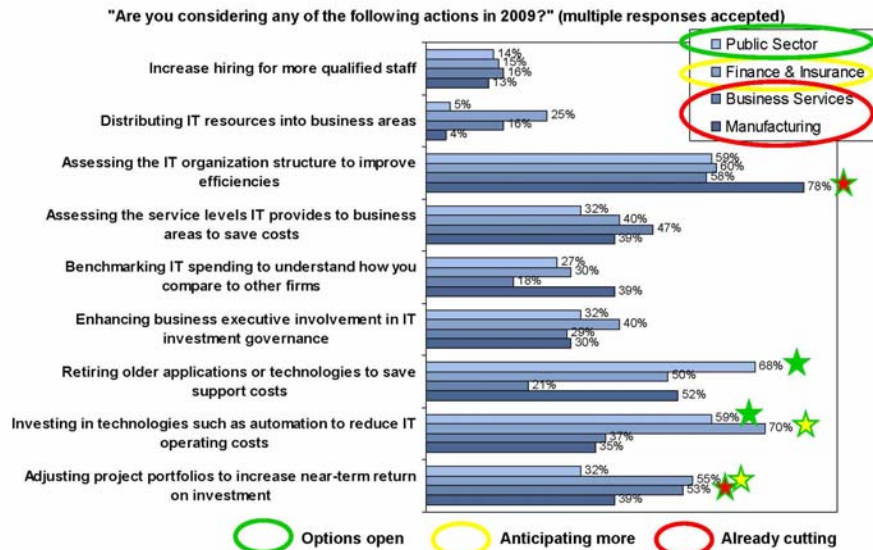


7 Source: On-line survey of 113 IT Executives October 14-31, 2008
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A variety of tactics are being utilized to streamline and reduce IT costs with the most common methods being retirement of legacy architectures and applications and investment in automation technologies. Olathe has focused efforts on asset lifecycle management and restructuring of outsourced support contracts.

All sectors are restructuring IT



13 Source: On-line survey of 113 IT Executives October 14-31, 2008
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In the past year IT aligned with the above best practices and trends through:

“Assessing the IT organization structure to improve efficiencies”

- Outsourced iSeries AS400 support enabling the reduction of 1 FTE and saving of over \$80k annually

“Benchmarking IT spending to understand how you compare to other firms”

- Participated in ICMA Benchmark Cities program to benchmark various financial and performance indicators

“Retiring older applications or technologies to save support costs”

- Initiated coordinated effort with Development Services to retire Cornerstone
- Completed re-hosting of Utility Billing system to provide an effective extension of life for application

“Investing in Technologies such as automation to reduce IT operating costs”

- Automated a variety of previously manual tasks resulting in a savings of almost \$100k

US Department of Labor statistics reported the professional and business service industry had an annual turnover rate of 53% over the 5 year period from 2003-2007.