



CITY OF AUSTIN, TEXAS

# INFORMATION TECHNOLOGY

CITY OF AUSTIN IT STRATEGIC PLAN 2019

## Executive Summary

The first *City of Austin Information Technology Strategic Plan* was created by IT Governance to align with and support the City's *Strategic Direction 2023*. The IT Strategy identifies eight Shared Services and using annually refreshed Capability Roadmaps identifies initiatives/programs/projects to mature the Capabilities and support the Council Outcomes. As part of the creation process an End-to-End Customer Engagement Model was developed and is being deployed to support the Strategy. The plan will be refreshed on an annual basis.

## Background

The *City of Austin's Information Technology Strategic Plan* is presented in a "one-page" format. Recommended by Gartner, an IT research company, this industry best practice encourages use of the strategy, avoiding common "WORN" (written once, read never) problem.

Leadership for planning process:

- Rey Arellano, Assistant City Manager, chair of the IT Steering Committee
- Khalil Shalabi, Vice President, Austin Energy, chair of Department Directors' Advisory Council
- Stephen Elkins, Chief Information Officer
- Lisa Palmer, Executive Partner, Gartner Inc., Initial facilitator
- Paul Cook, Business Process Consultant, Senior, facilitator
- Peter Feighner, IT Project Manager, facilitator, graphic design

The planning process was initiated in early fall 2016, ahead of the *City's Strategic Direction* process. With the advent of the *Strategic Direction* process the IT planning effort was timed to leverage the developing insights and work products from the City's process.

There were three workshops with members of IT Governance's *IT Steering Committee* (ITSC) *Department Directors' Advisory Council*, (DDAC) *CIO Council* (CIOC) and the leadership of the *Essential Capability Governing Boards* (ECGB).

The [first workshop, February 17, 2017](#), engaged participants in understanding newly defined *Strategic Outcomes* of the *City's Strategic Direction*. Developed a problem statement defining the overall issues facing COA IT and the creation of the *IT Focal Areas* based on identified business needs.

The [second workshop, November 8, 2017](#), leveraged the first workshop to presented a first draft of the one-page IT Strategy document, suggested "Capabilities" and a plan to mature (develop) the capabilities. Participants reviewed the Strategy document and provided feedback on the Capabilities and made recommendations for maturing the Capabilities.

The [third and process concluding workshop, April 6, 2018](#) used insights from all the workshops to present a final version of the one-page Strategic Plan and performance measures. Drafts of the *Capability Roadmaps*, showed the plans to mature each capability and support for the *Strategic Outcomes*. A draft of the *End-to End Customer Engagement* process was also presented, and participants provided feedback on all of the Strategy documents. A follow-up check-in workshop is planned for October 2018 to assess progress and refresh the *City of Austin IT Strategic Plan*.

## City of Austin Information Technology Strategic Plan

The City of Austin Strategic Direction Outcomes are at the center of the IT strategy. IT exists to implement the *Vision*, the identified *Challenges We Face*, *Council Indicators* and *Metrics* and the identified *Strategies* found in the *City of Austin Strategic Direction 2023*.

From the [City of Austin Strategic Direction 2023](#), Adopted March 8, 2018...

*OUR VISION (from Imagine Austin):*

*Austin is a beacon of sustainability, social equity, and economic opportunity; where diversity and creativity are celebrated; where community needs, and values are recognized; where leadership comes from its community members, and where the necessities of life are affordable and accessible to all.*

*In working toward this long-term vision and our aspiration of being one of the most unique, thriving, livable cities in the country, this City Council has chosen to pursue the following strategic outcomes at this time:*

*OUR STRATEGIC OUTCOMES*

*Together we strive to create a complete community where every Austinite has choices at every stage of life that allow us to experience and contribute to all of the following outcomes:*

- *Economic Opportunity & Affordability: Having economic opportunities and resources that enable us to thrive in our community.*
- *Mobility: Getting us where we want to go, when we want to get there, safely and cost-effectively.*
- *Safety: Being safe in our home, at work, and in our community.*
- *Health & Environment: Enjoying a sustainable environment and a healthy life, physically and mentally.*
- *Culture and Lifelong Learning: Being enriched by Austin’s unique civic, cultural, ethnic, and learning opportunities.*
- *Government That Works for All: Believing that city government works effectively and collaboratively for all of us—that it is equitable, ethical and innovative.*

## IT Focal Areas

The IT Focal Areas are the critical areas of technology where resources need to be assigned to drive the City’s strategy. The areas are a response to problem statement developed for the IT Strategy.

***Problem statement:*** *The Austin City Council embarked on a Strategic Planning effort with City staff to develop the long-term vision for the city. As part of this ongoing effort, the City Council identified Strategic Outcomes (goals) for City government. The resources that the City owns, including technology, should enable these outcomes. The COA’s current state of technology and its available resources do not always allow for the seamless delivery of services that our residents, businesses, and staff expect in Austin, a recognized technology hub.*

***IT Focal Areas:***

- ***Modernize the Core*** (Smart Cities Foundation) – *update and improve foundational systems*

- *Implications:*
  - *Establish funding models for core citywide, multi-department and department-specific systems (ex. Finance, Human Capital Management, Asset, Computer Aided Dispatching)*
  - *Establish asset lifecycle management for IT assets*
  - *Establish system governance to support entire city rather than one department*
  - *Leverage governing boards for roadmaps for key systems*
  - *Create a single source of information on citywide solutions*
- *Provide City technology infrastructure to **Make data accessible, safe and useful to City staff***
  - *Implications:*
    - *include the “public/community to accelerate development/ participation”*
    - *Define a citywide Smart Cities strategy for the Austin and Central Texas*
    - *Insist on common security and business policies, practices, and process*
    - *Build infrastructure to support analytics and access safely, anywhere/anytime*
    - *Establish Master Data Management to identify data sources, ownership and classification*
- ***Make Doing Business Easy** – provide residents with seamless access to City services*
  - *Implications:*
    - *Define a citywide Smart Cities strategy for the Austin and Central Texas*
    - *Insist on common business policies, practices, and process*
    - *Integrate civic/democratic participation and support equity to ensure all users can access city services*
    - *Provide a single resident portal for City services (web redevelopment)*
    - *Offer paperless options for currently paper-based transactions for external and internal customers*
    - *Define “Civic Moments” and ensure all residents have access to technology and the adequate technology literacy skills to participate in a digital society. Cross the digital divide so all parts of the community can participate.*

Terms defined:

Smart Cities – an evolving term to describe technologies and solutions to develop infrastructure efficiencies and create greater transparency of municipal operations.

Civic Moments – a brief opportunities to leverage a network of people, businesses, organizations and technologies to achieve a public good.

## Shared Services (IT Capabilities)

The Shared Services are citywide essential IT Capabilities to support the achievement of valued business results; the *Strategic Outcomes*. Initially twelve were identified based on existing Shared Services and staff research of other municipal governments. Over the course of the workshops this was narrowed to eight.

Currently, these services are provided by a single or limited number of applications. They are primarily focused on ongoing support for customers and expansion to other customers with similar business needs. Governance is provided by an *Essential Capability Governing Board* made up of business partners' representatives.

There is a developing understanding that management focus needs to shift to provide “end-to-end business services”, a comprehensive range of services to support these business centric capabilities. This would be led by a Capability Manager who would manage a portfolio of solutions, sometimes described as offering “small, medium and large” options depending the scope of need, charged with delivering increasing value to business partners. This will be incorporated in future *IT Strategic Plans* as the city's leadership's understanding evolves.

The eight Shared Services are:

**Workflow/Process Management.** Currently this is currently focused on a single application, AMANDA, used to provide case management for reviews, permitting, inspections, code enforcement and some other city services. In the future, this could include Enterprise Process Design/Monitoring, IT Governance and Identity Management. The backlog of business needs are managed by the Case Management Governing Board.

**Human Capital Management.** This is a developing service which will include Workforce Management, Talent Acquisition & Training, Employment /Labor Law Compliance. A Human Capital Management Governing Board will be reformed to manage this capability.

**Asset Management.** Track, maintain and manage City assets to support their efficient and effective use. Many unique asset management systems exist across the city. Currently the Asset Management Governing Board manages the Maximo application.

**Infrastructure Management.** Designs, operates and maintains the City's hardware and software to support the city's technology. The CIO Council functions as the Infrastructure Management Governing Board.

**Finance/Accounting Management.** Supports capital improvement projects, operations, purchasing, invoicing and financial reporting and Small Minority Business Resource goals. Currently there is no functioning Governing Board managing the several citywide systems and individual department systems.

**Security/Risk Management.** Protects information assets/technologies, manages enterprise risks, and provides auditing. Led by the city's Chief Information Security Officer the Security Management Governing Board is developing this capability.

**Geospatial Information Services.** Analyzes, manages and reports location data for cross the city. A long standing citywide service the GIS Management Governing Board provides direction.

**Information/Knowledge Management.** A new identified capability to support resident/employee communications, manage content and data, web user experiences, business

intelligence, and project management. The forming Information Management Governing Board is beginning to bring order to this wide range of responsibilities.

## Capability Roadmaps

Capability Roadmaps have been created to create a three-year plan to develop the capability to meet the Council Outcomes. Each Roadmap identifies the current state, initiatives needed to advance to a future state and estimated resources needs and timing. Benefits to the City's Strategic Outcomes state describe the anticipated impact to the City's plan. The Roadmaps are developed by the Capability Boards in collaboration with IT subject matter experts and will be revised annually to reflect progress, evolving business needs and available resources.

Key initiatives for each capability are included on the *IT Strategic Plan* to highlight the specific activities being undertaken.

See the Appendix for the most current available Capability Roadmaps.

## IT Business Outcomes

Underdevelopment, the outer most tier of the IT plan contains the 7 key IT business outcomes that were identified from feedback and close collaboration with our business partners across the City at the recent design thinking workshops that occurred in February 2018. They are:

- Provide a user-friendly end to end customer engagement model
- Accelerate time to market
- Increase % of budget allocated to innovation
- Increase value/variety of supported products/services
- Understand/decrease cost of It per employee/resident
- Increase customer satisfaction
- Increase % of self service offerings

## Next Steps

**Implementation of an End-To-End Customer Engagement Model.** Identified as a need in the workshops, work has begun to develop a single process for technology requests. Customers will have a single portal to initiate requests, track request progress and access to a portfolio of

available services. A Technical Review Board (TRB) incorporating key expertise (ex. Legal, Purchasing, Security, Capabilities, etc.) to review for risks, available solutions and guide the request to a conclusion.

A curated of business needs list will track the progress of requests through each of four tracks – Department Projects, Fix It Now, Capabilities, Citywide Projects. For Department Projects where the department has the resources to implement their own solution the TRB will serve as resource to identify and mitigate risks. Fix It Now will address simple needs quickly. Requests met with existing Capabilities will be directed to the Capability Boards for inclusion in their development Roadmaps. Finally, for identified citywide needs Citywide Projects will go through IT Governance.

The Business Needs Design Lab will use agile customer centric design thinking approaches to more clearly define business requirements and/or identifying solutions in highly interactive facilitated sessions with customers.

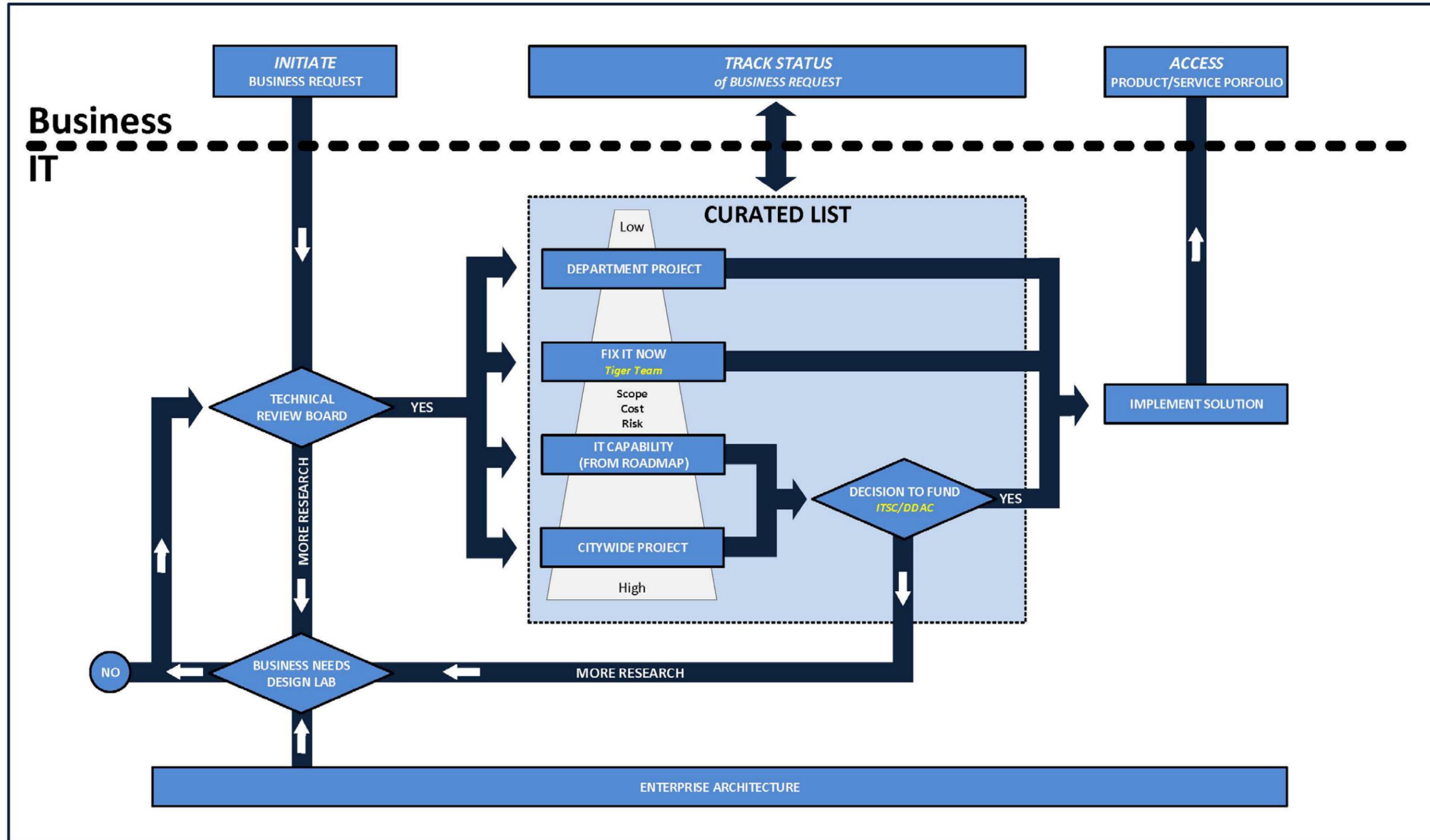
[Establish Information Management/Knowledge Management Governing Board](#). A charter has been drafted for this new Governing Board and is pending approval by the DDAC.

[Reestablish Human Capital Management Governing Board](#). With the Workforce Management project underway a leadership body will need to be reformed to provide guidance.

[Iterate the Capability Roadmaps](#). As part of the annual IT budgeting process the Capabilities will revise and evolve their Roadmaps to reflect their progress, evolving needs and direction of the Council Outcomes.

## Appendix

Insert target diagram



# Asset Management Roadmap for 2019-2021

**Statement of Business Value:** Maximo provides a Citywide technology solution for the lifecycle management of assets, inventory, procurement, service, work, and contract management.

## State in 2018

### Current indicators/metrics

- Maximo users are currently divided into SaaS ("Cloud") users and On Premise users
- Departments are either queued for cloud implementation or require extensive Maximo on premise reconfiguration
- Capabilities differ in the SaaS ("Cloud") and On Premise Maximo application provided to users e.g. GIS integration, mobile solution
- The Asset Management Essential Capability is currently without a data warehouse

### Top Initiatives

- Implementation of existing Maximo On Premise users to SaaS ("Cloud") solution and merge CTM support teams
- Implement a data warehouse for Maximo asset management to maximize business use of data and expand reporting capabilities with Business Intelligence technology
- Begin onboarding process for Parks and Recreation Department
- Begin onboarding process for Austin Convention Center
- Reconfigure Austin Transportation Department implementation to better align with its business processes and implement in SaaS ("Cloud") solution

### Benefits to the City's Strategic Outcomes

#### Government That Works For All

- B1: Percentage of time that City-owned infrastructure is operational
- B7: Percentage of infrastructure that is classified as poor or failing condition in the Comprehensive Infrastructure Assessment

#### Health and Environment

- C3: Percentage of residents satisfied with Parks and Recreation programs & facilities

#### Safety

- A2: Percentage of residents who say they trust the City's public safety services

#### Economic Opportunity and Affordability

- A6: Number of small businesses supported by City of Austin programs

## State in 2021

### Future indicators/metrics

- All Maximo users will reside in SaaS ("Cloud") solution
- Business Intelligence tools and reporting will be enabled for Maximo users through data warehouse
- All departments requiring Maximo will be identified and no departments in line for service
- All user department reconfigurations will be complete in Maximo SaaS
- All Maximo users will have access to the same set of capabilities

# Asset Management Roadmap for 2019-2021

|   |  |             | FY 2019                                    |              |  | FY 2020                                  |                    |                                | FY 2021 |  |                     |
|---|--|-------------|--|--------------|--|--|--------------------|--------------------------------|---------|--|---------------------|
|   |  |             |  |              |  |  |                    |                                |         |  |                     |
| <b>Implementation</b>   |  |             |  |              |  |  |                    |                                |         |  |                     |
|   |  |             | PWD/WPD Implementation to the Cloud (SaaS) |              |  | ATD - Implementation to the Cloud (SaaS) |                    |                                |         |  |                     |
| AFD - AIRSHOPS - R. I   |  |             |  |              | ATD - Native GIS Sync upgrade to Geoworks Sync   |  |                    |                                |         |  |                     |
| AFD - SAFETY - R. I   |  | ACCD - R. I |  |              |  |  |                    |                                |         |  |                     |
| ORES - R. I   |  |             |  |              | Integration with Other Systems (AVL, AFS3, etc.) |  |                    |                                |         |  |                     |
| EMS - MAIN - R. III   |  | PARD - R. I |  |              |  |  |                    |                                |         |  |                     |
| APD - R. II   |  |             |  | ACCD - R. II |  | ACCD - R. III                            |                    | ACCD - R. IV                   |         |  |                     |
|   |  |             |  | PARD - R. II | AFD - SHOPS                                      |  |                    |                                |         |  |                     |
|   |  |             |  |              | AFD - WILDFIRE                                   |  |                    |                                |         |  |                     |
|   |  |             |  |              | AFD - ED SERVICES                                |  |                    |                                |         |  |                     |
|   |  |             |  |              | ORES - R. III                                    |  |                    |                                |         |  |                     |
| <b>Operational</b>  |  |             |  |              |  |  |                    |                                |         |  |                     |
|   |  |             |  |              |  |  |                    |                                |         |  |                     |
|   |  |             |  |              |  | Reporting Support                        |                    |                                |         |  |                     |
|   |  |             |  |              |  |  |                    | ATD/PWD/WPD Mobile Initiatives |         |  |                     |
| <b>Implementation Costs</b>   |  |             |  |              | \$688,586  |  | \$688,585          |                                |         |  | \$688,585           |
| <b>New Staff</b>  |  | 3*          |  | \$225,000    | 0  |  |                    |                                | 0       |  |                     |
| <b>Operational Costs</b>  |  |             |  |              | \$547,354  |  | \$547,354          |                                |         |  | \$547,354           |
| <b>Current Staff</b>  |  | 6           |  | \$523,389    | 9  | \$748,389                                |                    |                                | 9       |  | \$748,389           |
| <b>Total Cost of Ownership</b>  |  |             |  |              | <b>\$1,984,329</b>                               |  | <b>\$1,984,328</b> |                                |         |  | <b>\$ 1,984,328</b> |
| 3 Maximo On Premise Departments : Austin Transportation Dept. (ATD), PublicWorks Dept. (PWD), Watershed Protection Dept. (WPD)<br>7 Maximo SaaS ("Cloud") Departments : Austin Convention Center Dept. (ACCD - in progress), Art in Public Places (AIPP), Austin Fire Department (AFD), Austin Police Department (APD),<br>Emergency Medical Services (EMS), Office of Real Estate Services (ORES - in progress), Parks and Recreation Dept. (PARD - in progress) |  |             |  |              |  |  |                    |                                |         |  |                     |
| *New FTE staff requests will replace existing high cost contractors   |  |             |  |              |  |  |                    |                                |         |  |                     |

Last Update 3/30/2018

# Case Management Business Capability (AMANDA) Roadmap 2018-2021

- **Statement of Business Value:** Centralized workflow and data management of reviews, permitting, inspections, code enforcement and other city services. It includes an online customer portal (AB+C), and integration with GIS, ePlan (electronic plan review), and other city systems. AMANDA is used by 21 departments (16 resident facing), with fee collections of \$111 million in 2017.

## State in 2018

- Desire to improve the user experience and efficiency (fewer clicks, more automation, less customization)
- 14,456 applications initiated and \$8.5 mil paid through online portal (2017)
- 36 ranked projects (active and pending)
- >130 unranked projects in the backlog (enhancements, integrations, new implementations)
- 8 FTE CTM Support staff (+3 contract, +1 temp)
- \$1.7M outsourced in 2017

## Top Initiatives

- AMANDA V7 Assessment and AMANDA V7 (or alternative) implementation with focus on modernization and improving user experience
- Continued quarterly prioritization of projects according to highest value/effort by the Case Management Governing Board (CMGB)
  - Ex: ROWMAN Replacement, Austin Center for Events (ACE) (Both expand use of AB+C portal as part of scope)
- Expand internal staffing model to include more in-house agile project delivery and rely less on more expensive consultant and staff augmentation resources

## Benefits to City Strategic Outcomes

- Economic Opportunity & Affordability (D) Housing – indirect
- Health & Environment (A) Healthy conditions among individuals – direct
- Safety (B) Community compliance with laws and regulations - direct (D) Quality and reliability of critical infrastructure – indirect
- Mobility (A) System efficiency and congestion – indirect (D) Safety – indirect
- Culture & Lifelong Learning (A) Quality, accessibility, and diversity of civic and cultural venues, events, programs, and resources - indirect
- Government That Works (B) Condition/quality of City facilities and infrastructure and effective adoption of technology – direct (C) Satisfaction with City services – direct (G) Transparency and ethical practices - direct

## State in 2021

- Upgraded Case Management platform
- Increased online application submittals and payments by 30%
- Source control and automated deployments
- Matured agile practice with faster and more predictable throughput of highest value backlog items
- 17 FTE CTM Support staff
- < \$0.7M outsourced yearly

# Geospatial Information Management Capability Roadmap 2018-2021

Last Revised 4/11/18

**Statement of Business Value:** Provide the ability to manage, analyze and report location data (geospatial) for use by the City and citizens in strategic planning, decision-making, and operational capability.

| State in 2018  | Top Initiatives   | State in 2021   |
|--|---|---|
| Funding for key Citywide data projects is asked for annually.  | <b>Data Collection</b> - Departments need aerial photography, impervious cover, and elevation data that are updated regularly to so their decisions can reflect real world conditions. Directly benefits any departments with missions involving manmade development or the natural environment.  | Citywide data collection efforts integrated with 5 year budget to stabilize funding.                          |
| Tracking of mobile asset locations is stored in proprietary vendor applications making it difficult to visualize and analyze with other City data. | <b>Real-Time Data System</b> - Deploy a geospatial system that brings together live data from multiple vehicle tracking and monitoring sensor networks for visualization and analysis so supervisors can allocate resources efficiently and data analysts can research optimizations to improve response times and reduce fleet travel costs. Directly benefits 13 departments including AE, AFD, APD, ARR, ATD, Code, AWU, DSD, EMS, Fleet, HHS, PWD, and WPD. | Mobile asset location data can be integrated with any geospatial application for live situational awareness.  |
| Decision makers use static maps and annual reports to inform decisions.  | <b>Location Analytics</b> - Develop applications and geospatial data analysis tools that combine business intelligence analytics with geospatial data to identify spatial relationships and trends that help the City accomplish objectives. Directly benefits 10 departments including AFD, APD, ATD, Code, DSD, EDD, EMS, Fleet, PAZ, and PWD).   | Decision makers use geospatial dashboards with live metrics from enterprise applications to inform decisions. |

## Benefits to City Strategic Outcomes

- Safety-A: Success of emergency response. -Direct (Real-Time Data System & Location Analytics) \*A central real-time data mapping and location analytics system will help public safety allocate resources quickly and identify trends that will lead to response optimizations.
- Government That Works For All-B: Condition/quality of City facilities and infrastructure and effective adoption of technology. -Indirect (Data Collection & Location Analytics) \*Up to date will help assess asset conditions. Strategic Outcome map dashboard apps will help share progress with public through the City of Austin Web Portal.
- Government That Works For All-C: Satisfaction with City services. -Indirect (Real-time Data and Location Analytics) \*Dashboards will assist many departments with monitoring and improving service.
- Government That Works For AllE: Stakeholder engagement and participation. -Indirect (Location Analytics) \*Strategic outcome dashboards and other location analytics apps shared with the public will increase percentage of residents who believe Austin values dialogue between residents and government, and contribute to engagement/outreach activities

# Geospatial Information Management Capability Roadmap 2018-2021

Last Revised 4/11/18

|                                | FY 2019  |  |                     | FY 2020  |  |                                  | FY 2021                                       |                              |                    |                   |
|--------------------------------|--|--|---------------------|--|--|----------------------------------|---|------------------------------|--------------------|-------------------|
|                                |  |  |                     |  |  |                                  |   |                              |                    |                   |
| <b>Data Collection</b>         |  |  |                     |  |  |                                  |   |                              |                    |                   |
|                                | Aerial Subscription                                      |  |                     | Aerial Subscription, Ortho Imagery & Impervious Cover                                |  |                                  | Aerial Subscription                           |                              |                    |                   |
| <b>Real Time Data System</b>   |  |  |                     |  |  |                                  |   |                              |                    |                   |
|                                | Enterprise System Installation                           |  |                     |  |  |                                  | Public Safety System Installation             |                              |                    |                   |
|                                | Integration with CompassCom                              |  |                     | Integration with FleetMind   |  | Integration with Traffic Sensors |   | Integration with Tritech AVL |                    | Wilco Integration |
| <b>Location Analytics</b>      |  |  |                     |  |  |                                  |   |                              |                    |                   |
|                                | Deploy Maps & Dashboards for Citywide Strategic Outcomes |  |                     |  |  |                                  | Develop City Vehicle Route Optimization Tools |                              |                    |                   |
|                                | Develop Department Operational Map Template              |  |                     |  |  |                                  |   |                              |                    |                   |
|                                |  |  |                     | Deploy secure Public Safety geospatial servers for dashboard & analysis applications |  |                                  |   |                              |                    |                   |
| <b>Totals</b>                  |  |  |                     |  |  |                                  |   |                              |                    |                   |
| Implementation Costs           |  |  | \$ 201,220          |  |  | \$ 775,000                       |   |                              | \$ 256,220         |                   |
| New Staff                      | 2  |  | \$ 202,498          | 1  |  | \$ 104,287                       | 0   |                              |                    |                   |
| Operational Costs              |  |  | \$ 88,000           |  |  | \$ 88,000                        |   |                              | \$ 88,000          |                   |
| Current Staff                  | 14   |  | \$ 1,415,554        | 16   |  | \$ 1,666,594                     | 17  |                              | \$ 1,824,006       |                   |
| <b>Total Cost of Ownership</b> |  |  | <b>\$ 1,907,272</b> |  |  | <b>\$ 2,633,881</b>              |   |                              | <b>\$2,168,226</b> |                   |

# Human Capital Management Capability Roadmap 2018 – 2021

**Statement of Business Value:** Human Capital Management supports the City's business by optimizing the human resources of the organization through Core HR, talent management, and workforce management functions.

## State in 2018

### Current indicators/metrics

- Core HR has limited functionality for Benefits, Personnel, and Employee Self Service; no Managers self service
- Workforce Management has no functionality for labor scheduling, time and attendance automation, or leave management
- Talent Management has limited functionality in some departments, but no functionality at the corporate level for career development, performance appraisals, learning management.

### Top Initiatives

- Complete Prototype of Workforce Management functionality in seven departments: HRD, Controller's Ofc, CTM, ARR, AE, AFD, and EMS in FY18.
- Second phase of Workforce Management to complete in FY19
- Implement remaining HCM Functionality including Core HR and Talent Management
  - Applicant Tracking System
  - Learning Management System

### Benefits to the City's Strategic Outcomes

Government that Works for All  
 D. Employee Engagement  
 G.1. Transparency and ethical practices  
 Strategies  
 Data Collection and Storage standards  
 Improve our Competitiveness as an employer  
 Embrace technology to improve business processes

## State in 2021

### Current indicators/metrics

- All employees using electronic mechanisms for labor scheduling, leave management, time and attendance.
- Once applicants are hired, there are seamless onboarding processes to the Payroll system
- Employees are able to utilize a learning management system to take training and track training they have taken.

|   | FY18             |                | FY19           |                  | FY20             |                  | FY21             |                  | FY22             |                  | FY23             |                  |
|---|------------------|----------------|----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|   | One-time         | Ongoing        | One-time       | Ongoing          | One-time         | Ongoing          | One-time         | Ongoing          | One-time         | Ongoing          | One-time         | Ongoing          |
| Phase 1: Workforce Management (WFM) (pilot)     | 1,205,350        | 419,700        |                |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Phase 2: WFM (complete citywide implementation) |                  |                | 943,200        | 1,642,500        |                  | 1,408,393        |                  | 1,430,545        |                  | 1,521,689        |                  | 1,597,773        |
| Phase 3: HR Core                                |                  |                |                |                  | 2,379,200        | 1,406,322        |                  | 1,417,608        |                  | 1,463,655        |                  | 1,494,737        |
| Phase 4: Compensation                           |                  |                |                |                  |                  |                  | 2,114,200        | 118,800          |                  | 128,304          |                  | 134,719          |
| Phase 5: Recruitment                            |                  |                |                |                  |                  |                  | 787,600          | 224,400          |                  | 242,352          |                  | 254,470          |
| Phase 6: Talent Management                      |                  |                |                |                  |                  |                  |                  |                  | 884,400          | 316,800          |                  | 332,640          |
| Phase 7: Case Management                        |                  |                |                |                  |                  |                  |                  |                  | 590,372          | 51,373           |                  | 53,942           |
| Phase 8: Payroll                                |                  |                |                |                  |                  |                  |                  |                  |                  |                  | 2,647,804        | 311,504          |
| <b>Total</b>                                    | <b>1,205,350</b> | <b>419,700</b> | <b>943,200</b> | <b>1,642,500</b> | <b>2,379,200</b> | <b>2,814,715</b> | <b>2,901,800</b> | <b>3,191,353</b> | <b>1,474,772</b> | <b>3,724,173</b> | <b>2,647,804</b> | <b>4,179,785</b> |
|   |                  |                | 1,625,050      | 2,585,700        |                  | 5,193,915        |                  | 6,093,153        |                  | 5,198,945        |                  | 6,827,589        |

| Gartner contract - Phases 3-8 (optional)                                   |   |   |   |                |   |                |   |                |   |                |   |                |                  |
|--|---|---|---|----------------|---|----------------|---|----------------|---|----------------|---|----------------|------------------|
| Project support (\$25-35k per month OR 45-55k per qtr)                     |   |   |   |                |   |                |   |                |   |                |   |                |                  |
| Phase 3: HR Core   |   |   |   | 420,000        |   |                |   |                |   |                |   | 420,000        | -                |
| Phase 4: Compensation  |   |   |   |                |   | 220,000        |   |                |   |                |   | 220,000        | -                |
| Phase 5: Recruitment   |   |   |   |                |   | 220,000        |   |                |   |                |   | 220,000        | -                |
| Phase 6: Talent Management   |   |   |   |                |   |                |   | 220,000        |   |                |   | 220,000        | -                |
| Phase 7: Case Management   |   |   |   |                |   |                |   | 220,000        |   |                |   | 220,000        | -                |
| Phase 8: Payroll   |   |   |   |                |   |                |   |                |   | 420,000        |   | 420,000        | -                |
| <i>estimated \$35k/month Phases 3 &amp; 8 and \$55k/qtr for Phases 4-7</i> |   |   |   |                |   |                |   |                |   |                |   |                |                  |
| Gartner contract - Total   | - | - | - | 420,000        | - | 440,000        | - | 440,000        | - | 420,000        | - | 1,720,000      | -                |
| Internal staffing (may not need all of these positions)                    |   |   |   |                |   |                |   |                |   |                |   |                |                  |
| Phase 2: WFM (complete citywide implementation)                            |   |   |   | 255,778        |   |                |   |                |   |                |   |                | 255,778          |
| Phase 3: HR Core   |   |   |   |                |   | 842,022        |   | 842,022        |   | 842,022        |   |                | 3,368,088        |
| Phase 4: Compensation  |   |   |   |                |   |                |   |                |   |                |   |                | -                |
| Phase 5: Recruitment   |   |   |   |                |   |                |   |                |   |                |   |                | -                |
| Phase 6: Talent Management   |   |   |   |                |   |                |   |                |   |                |   |                | -                |
| Phase 7: Case Management   |   |   |   |                |   |                |   |                |   |                |   |                | -                |
| Phase 8: Payroll   |   |   |   |                |   |                |   |                |   |                |   |                | -                |
| <b>Total Internal staffing</b>   | - | - | - | <b>255,778</b> | - | <b>842,022</b> | - | <b>842,022</b> | - | <b>842,022</b> | - | <b>842,022</b> | <b>3,623,866</b> |

# Information Mgmt. GB Capability Roadmap for 2018-2021

**Statement of Business Value:** Develop consistent information and content management standards to ensure the authenticity, reliability, integrity, and discoverability of information, and to enable City employees to be effective stewards of information throughout its lifecycle

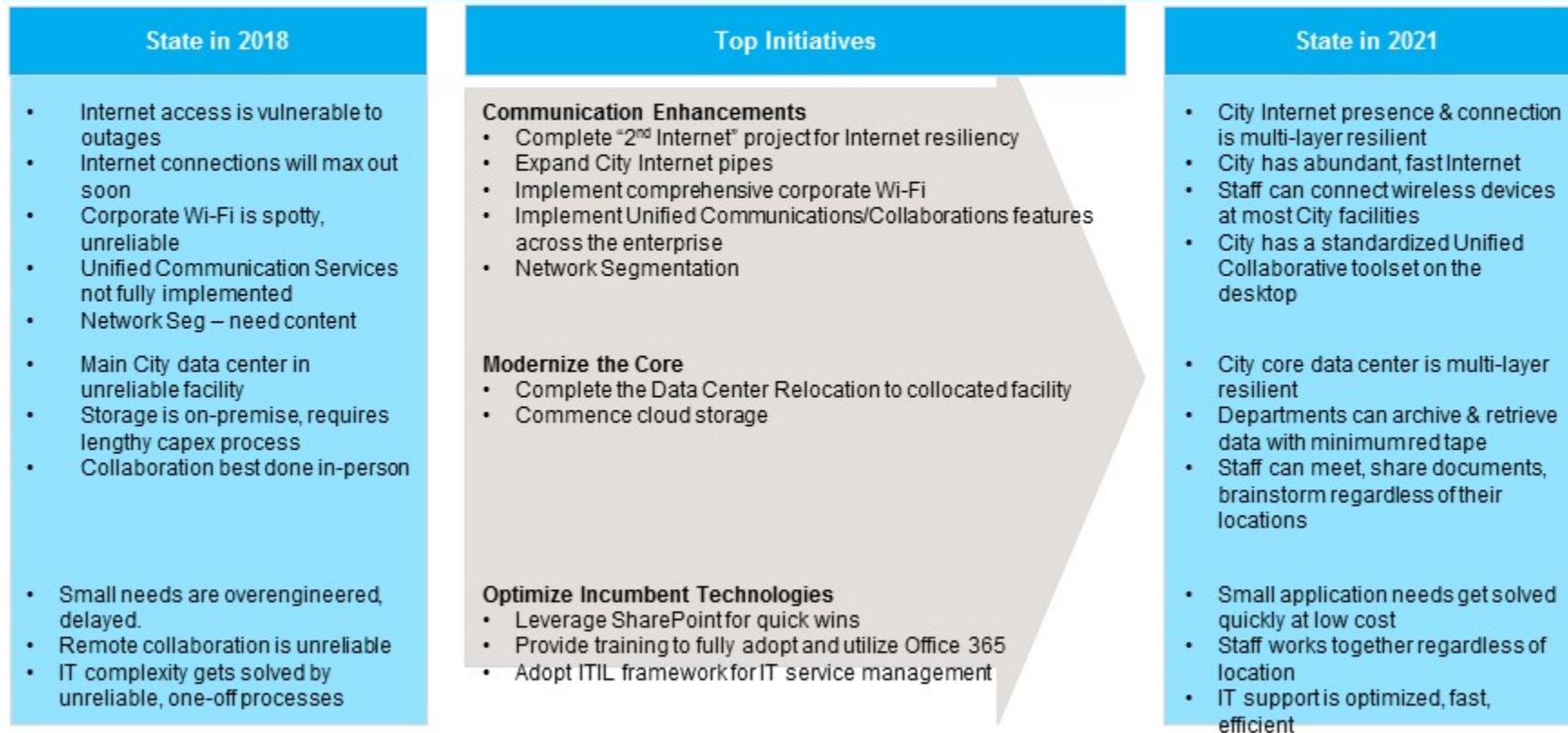


# IMGB Capability Roadmap for 2018-2021

|  | FY 2019  |           |              |               | FY 2020   |              |               |           | FY 2021   |           |  |  |
|--|--|-----------|--------------|---------------|---|--------------|---------------|-----------|---|-----------|--|--|
| Now  |  |           |              |               |   |              |               |           |   |           |  |  |
| Asset Mgmt Data Warehouse  | Implement PWD, WPD, ATD asset data                 |           |              |               | Establish Asset Mgmt Data team and begin data transfer          |              |               |           | Creation of new enterprise asset management reporting         |           |  |  |
|  | Implementation Costs                               | new staff | 2            | \$ 335,000    | new staff   | 0            | \$ -          | new staff | 0   | \$ -      |  |  |
| Operational Costs  | current staff                                      | 2         | \$ 362,564   | current staff | 4   | \$ 461,000   | current staff | 4         | \$ 461,000  |           |  |  |
| <b>Total Cost of Ownership</b>   |  |           | \$ 697,564   |               |   | \$ 461,000   |               |           | \$ 461,000  |           |  |  |
| Data Governance  | Employee Data Assessment and Classification        |           |              |               | Establishing Roles and Staffing Resources to Support DG         |              |               |           | Begin Implementing MDM  |           |  |  |
|  |  |           |              |               |   |              |               |           | Final Rollout of Phase I MDM Implementation                   |           |  |  |
|  | Implementation Costs                               | new staff | 2            | \$ 235,000    | new staff   |              | \$ -          | new staff |   | \$ -      |  |  |
| Operational Costs  | current staff                                      | 1         | \$ 118,000   | current staff | 3   | \$ 343,000   | current staff |           | \$ 343,000  |           |  |  |
| <b>Total Cost of Ownership</b>   |  |           | \$ 353,000   |               |   | \$ 343,000   |               |           | \$ 343,000  |           |  |  |
| SharePoint   | Citywide Communication and Training                |           |              |               | Citywide Consulting and Information Architecture                |              |               |           | Citywide Consulting and Information Architecture              |           |  |  |
|  | Citywide Consulting and Information Architecture   |           |              |               | On Premise to Cloud Migration                                   |              |               |           | On Premise to Cloud Migration                                 |           |  |  |
|  | On Premise to Cloud Migration                      |           |              |               | Ongoing Operational Support                                     |              |               |           | Ongoing Operational Support                                   |           |  |  |
|  | Implementation Costs                               | new staff | 8            | \$ 800,000    | new staff   | 0            | \$ 20,000     | new staff | 0   | \$ 20,000 |  |  |
| Operational Costs  | current staff                                      | 1.5       | \$ 385,000   | current staff | 9.5   | \$ 1,185,000 | current staff | 9.5       | \$ 1,205,000  |           |  |  |
| <b>Total Cost of Ownership</b>   |  |           | \$ 1,185,000 |               |   | \$ 1,205,000 |               |           | \$ 1,225,000  |           |  |  |
| Enterprise EDIMS Scanning  | Review Available Options                           |           |              |               | Procurement Decision and Implementation for Current Kofax Users |              |               |           | Outreach to Potential Departments                             |           |  |  |
|  |  |           |              |               |   |              |               |           | Implementation with interested departments                    |           |  |  |
|  | Implementation Costs                               | new staff | 0            | \$ 48,000     | new staff   | 0            | \$ -          | new staff | 0   | \$ -      |  |  |
| Operational Costs  | current staff                                      | 2         | \$ 316,461   | current staff | 2   | \$ 312,118   | current staff | 2         | \$ 325,329  |           |  |  |
| <b>Total Cost of Ownership</b>   |  |           | \$ 364,461   |               |   | \$ 312,118   |               |           | \$ 325,329  |           |  |  |
| Open Data  | City-wide communication and training               |           |              |               | City-wide consulting and data portal architecture               |              |               |           | City-wide consulting and data portal architecture             |           |  |  |
|  | City-wide consulting and data portal architecture  |           |              |               | Automation of data loading from premissis to cloud              |              |               |           | Automation of data loading from premissis to cloud            |           |  |  |
|  | Automation of data loading from premissis to cloud |           |              |               | Community outreach and citizen engagement                       |              |               |           | Community outreach and citizen engagement                     |           |  |  |
|  | Community outreach and citizen engagement          |           |              |               | Continuing technical and operational support                    |              |               |           | Continuing technical and operational support                  |           |  |  |
|  | Continuing technical and operational support       |           |              |               | Develop and distribute data analytics and visualization tools   |              |               |           | Develop and distribute data analytics and visualization tools |           |  |  |
|  | Implementation Costs                               | new staff | 2            | \$ 275,000    | new staff   | 0            | \$ 50,000     | new staff | 0   | \$ 50,000 |  |  |
| Operational Costs  | current staff                                      | 3         | \$ 495,000   | current staff | 5   | \$ 720,000   | current staff | 5         | \$ 720,000  |           |  |  |
| <b>Total Cost of Ownership</b>   |  |           | \$ 770,000   |               |   | \$ 770,000   |               |           | \$ 770,000  |           |  |  |

# IT Infrastructure Capability Roadmap 2018 – 2021

**Statement of Business Value:** Provide the foundations upon which IT applications run, and deliver them to individual City staff. Delivery of all IT and automation value to the City rests on these foundations. In concrete terms, this consists of servers, storage, network, and all related capabilities, as well as direct assistance to staff through the Service Desk.



## Benefits to the City’s Strategic Outcomes

- B1. Percentage of time that City-owned infrastructure are operational
- B7. Percent of infrastructure that is classified as poor or failing condition in the Comprehensive Infrastructure Assessment

# Infrastructure Capability Roadmap 2018-2021

|   | FY 2019             |                   |                     | FY 2020             |                     |                     | FY2021            |                     |                     |
|---|---------------------|-------------------|---------------------|---------------------|---------------------|---------------------|-------------------|---------------------|---------------------|
|   | Impl Cost           | Ops Cost          | Impl+Ops Cost       | Impl Cost           | Ops Cost            | Impl+Ops Cost       | Impl Cost         | Ops Cost            | Impl+Ops Cost       |
| <b>Communications Enhancements</b>              |                     |                   |                     |                     |                     |                     |                   |                     |                     |
| Complete 2nd Internet (finishes FY18)           |                     |                   | \$ -                |                     |                     | \$ -                |                   |                     | \$ -                |
| Expand City Internet Pipes                      | \$ 121,000          | \$ 12,000         | \$ 133,000          | \$ 12,000           | \$ 12,000           | \$ 24,000           | \$ 12,000         | \$ 12,000           | \$ 24,000           |
| Corporate WiFi                                  | \$ 581,895          |                   | \$ 581,895          | \$ 1,318,965        |                     | \$ 1,318,965        | \$ 193,965        |                     | \$ 193,965          |
| Implement Unified Communications                | \$ 650,000          |                   | \$ 650,000          | \$ 850,000          | \$ 1,500,000        | \$ 2,350,000        | \$ 1,500,000      |                     | \$ 1,500,000        |
| <b>Totals</b>                                   | <b>\$ 1,352,895</b> | <b>\$ 12,000</b>  | <b>\$ 1,364,895</b> | <b>\$ 2,168,965</b> | <b>\$ 1,512,000</b> | <b>\$ 3,680,965</b> | <b>\$ 193,965</b> | <b>\$ 1,512,000</b> | <b>\$ 1,705,965</b> |
| <b>Modernize the Core</b>                       |                     |                   |                     |                     |                     |                     |                   |                     |                     |
| Complete Data Center Relocation (finishes FY18) |                     |                   | \$ -                |                     |                     | \$ -                |                   |                     | \$ -                |
| Commence Cloud Storage Backup                   |                     |                   | \$ -                | \$ 370,000          | \$ 350,000          | \$ 720,000          | \$ 350,000        |                     | \$ 350,000          |
| <b>Totals</b>                                   | <b>\$ -</b>         | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ 370,000</b>   | <b>\$ 350,000</b>   | <b>\$ 720,000</b>   | <b>\$ 350,000</b> | <b>\$ 350,000</b>   | <b>\$ 350,000</b>   |
| <b>Optimize Incumbent Technologies</b>          |                     |                   |                     |                     |                     |                     |                   |                     |                     |
| Leverage Sharepoint for quick wins              | \$ 400,000          |                   | \$ 400,000          | \$ 400,000          |                     | \$ 400,000          | \$ 400,000        |                     | \$ 400,000          |
| Training for Adoption and Utilization of O365   | \$ 450,000          |                   | \$ 450,000          |                     |                     | \$ -                |                   |                     | \$ -                |
| Adopt ITIL Framework for IT Service Management  | \$ 125,000          |                   | \$ 125,000          | \$ 125,000          |                     | \$ 125,000          |                   |                     | \$ -                |
| <b>Totals</b>                                   | <b>\$ -</b>         | <b>\$ 975,000</b> | <b>\$ 975,000</b>   | <b>\$ -</b>         | <b>\$ 525,000</b>   | <b>\$ 525,000</b>   | <b>\$ -</b>       | <b>\$ 400,000</b>   | <b>\$ 400,000</b>   |