



# City of Roseville Information Technology

Strategic Technology Work Plan FY2016/17

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## Summary

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The Information Technology Department (IT) is an award-winning organization that is the centralized provider of technology solutions to the City of Roseville. The department provides essential infrastructure services such as data storage and Internet connectivity; hardware and application deployment, support and maintenance; project management services; information security services; and a governance model for aligning city goals, allocation of funds, and technology enablement.

This work plan provides a high level glance at the departmental responsibilities, identifies key areas of importance and the impact those items have on the organization.



# Purpose – Organizational Goals and IT Strategic Alignment

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Technology is what drives the future infrastructure of the City. Through collaborative partnership in many of our innovative projects today and investing in our team members with the right skill sets, cost effective solutions are delivered to support the Citywide operations and provide excellent services to our community.

Like many local governments, the City of Roseville is facing a challenging economic environment and has competing demands for technology with limited City resources to meet those needs. The City set out to create a strategic plan to enhance the City's internal and external effectiveness in supporting internal users (City staff) that directly support service delivery to the community (including residential and business/commercial customers). This work plan will be used to assist in the achievement of the City's business objectives to guide the City's efforts toward a clearly defined vision. This framework consists of the following ten initiatives:

## INFORMATION MANAGEMENT

This initiative focuses on a series of strategies and associated projects designed to encompass the policies, procedures, processes and controls intended to manage information throughout the City, supporting immediate and future regulatory, legal, risk, environmental, decision support, data sharing, and operational requirements.

## ENTERPRISE SYSTEMS

This initiative focuses on a series of strategies and associated projects designed to ensure that the use and support of existing systems is optimized by capitalizing on existing or under-utilized functionality to meet data, processing, and reporting needs across the City. In addition, this initiative addresses those needs of existing systems requiring replacement, or the acquisition of new applications.

## PROCESS & WORKFLOW IMPROVEMENTS

This initiative focuses on a series of strategies and associated projects designed to achieve greater efficiencies across the City in terms of sharing of information and documentation. Through appropriate use of technology, the City will save time and resources.

#### RECORDS MANAGEMENT

This initiative focuses on a series of strategies and associated projects to facilitate the management of a records retention program involving the systematic review, retention, and destruction of documents and records received or created during the course of business.

#### CUSTOMER SERVICE & GOVERNANCE

This initiative focuses on a series of strategies and associated projects to pursue opportunities to achieve greater customer satisfaction with Information Technology functions and systems.

#### EMERGING TECHNOLOGIES

This initiative focuses on a series of strategies and associated projects to capitalize on trends and developments in the technology field for the purpose of achieving efficiencies and expanding opportunities for connecting with citizens.

#### MOBILE WORKFORCE

This initiative focuses on a series of strategies and associated projects to capitalize on trends in newer technologies that untether the City's workforce from desktop machines and facilitate mobility. In addition, this initiative strives to increase the opportunities for interacting with the public through mobile technologies.

#### eGOVERNMENT & CITIZEN INTERACTION

This initiative focuses on a series of strategies and associated projects for expanding the City's virtual presence through website re-design, standardization, and expansion of online services. In addition, this initiative focuses on addressing the requirements for increased transparency in government.

#### SECURITY & PRIVACY

This initiative focuses on a series of strategies and associated projects to promote productivity and ease of access without impeding security and regulatory compliance requirements.

#### INNOVATIVE IDEAS & WORKFORCE EMPOWERMENT

This initiative focuses on a series of strategies and associated projects aimed at fostering innovative ideas with respect to empowering City staff as well as ensuring the availability of technology funding.

As the technology world continues to grow and advance, our department must be positioned to reach new levels of performance. In an effort to achieve this, a new organizational structure has been implemented. This new structure is designed to allow our team to achieve our quest to be leaders in technology, to form strategic partnerships, to allow flexibility & agility, innovation, and a collaborative work environment. The department is comprised of three major functions with seven divisions.



### Client Services

- Patch Management
- Automated Software Deployment
- Incident Management
- Hardware/Software Procurement
- PC Replacement Program
- End Point Management
- Internship/Onboarding

### Enterprise Solutions

- Agile Commercial Off the Shelf (COTS)
- Utility Billing
- ERP (Finance, HR, Procurement)
- Time & Attendance
- Learning Management

### Business & Cloud Solutions

- Line of Business Applications
- Cloud Applications
- Police, Fire & Emergency Management
- Records Management
- Parks, Recreation & Libraries
- Development Services

## Client & Innovation Services



## Strategic Planning & Digital Communication

- Communication
- e-Government
- Special Projects/PMO
- Leadership Training/Team Building
- Strategic Plan
- TGC
- Open Data Portal
- Audit Budget
- Policy & Procedures Change Management
- Social Engagement



### Database & Cloud Solutions

- Information Platform(SharePoint/IIS & Web)
- Information Architecture (Database Admin/File Services)
- Cloud Computing (Cloud MGMT)
- XaaS, Policy & Vendor Management

### GIS & Analytics

- Enterprise GIS/Cross-functional
- Team Business & Location Analytics
- GIS Business Solutions

### Network Infrastructure

- Radio Operation
- Voice/Video/Data Convergence
- Server and Storage Administration
- Cyber Physical Security
- Infrastructure Maintenance
- Networking Architecture

## Infrastructure Solutions

The IT Department continues to work toward a vision to:

- Lead Roseville in technology
- Partner together to succeed
- Be flexible and agile to meet business needs with innovation
- Have a collaborative work environment

# Process - Prioritization Methodology

With the continued growth in project needs, the Information Technology department recognized the need to implement tools/process to help prioritize business technology projects throughout the City; prioritization is done through the Technology governance process & the balance score card, and through the Project Portfolio Management (PPM) tool.

Technology governance is a process for making technology investment decisions that meet the City's business needs and are consistent with its strategic goals. It addresses issues such as managing resources, balancing new projects with existing workload, deciding when to recommend contracting technology services because of staffing constraints. After gathering and evaluating this information the TGC is able to prioritize projects and ensure that the City Manager and City Council have all available information when committing City funds to technology initiatives. One of the ways the TGC prioritizes projects is by using a balance score card (BSC).

The balance score card consists of several variables in which the TGC rates each project. From the scoring rubric, the TGC is able to plot each project based on benefit and effort. This balance score card has now been adopted by the Geographical Information Systems cross-functional team, and by the e-Government team.

In addition to the TGC process, the City of Roseville Information Technology group also uses a project portfolio management system. As we mature with the use of the PPM solution, we will gain improved visibility into the application portfolio, enabling us to make more informed decisions about application investments, resourcing and lifecycle based on true cost/benefit analysis and impacts to established business objectives.



## Programs - Prioritized Projects / Brief Business Case+ROI / Estimated Budget

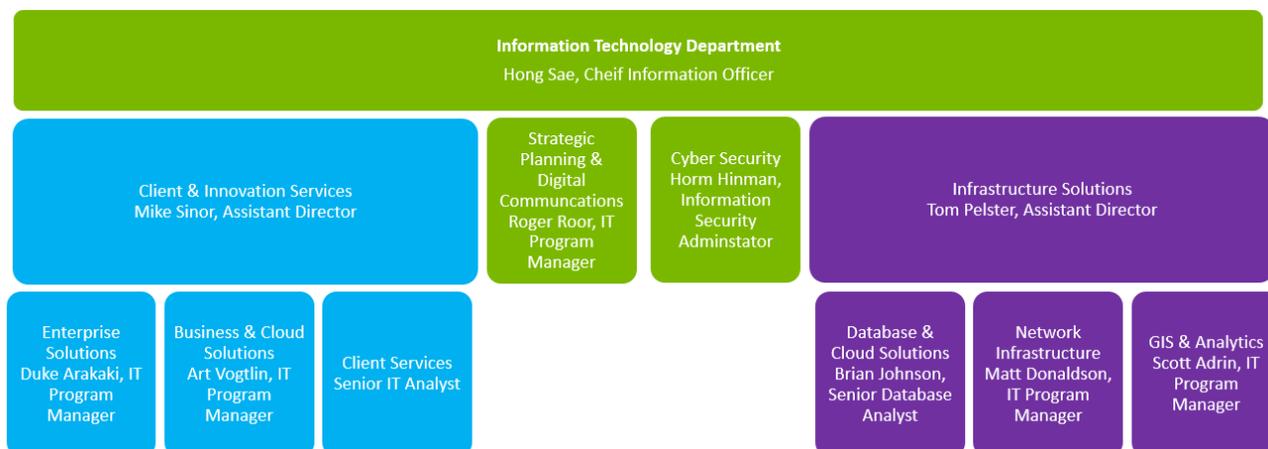
Over the past several years, we have seen a dramatic increase in the use of innovative business technology. With all current projects (about \$73 million in total), we expect this trend to continue. Below you will find the Enterprise Technology Project Dashboard – a list of the major projects our IT Team will be focusing on for FY2017. This document includes current projected project cost, estimated completion date, and a description of the project.

<i>Project Name</i>	<i>IT Division Responsible</i>	<i>Projected Completion</i>	<i>Total Project Cost</i>	<i>Description</i>
<i>Permitting System, Phase 2</i>	Business & Cloud	2 <sup>nd</sup> Quarter 2016	\$1.0 Mil	Mobile office implementation; Ad-hoc Report Writer implementation and training; roll out Citizen Access for Engineering & Planning; scoping meetings for eDMS and EDR implementation
<i>911 Replacement</i>	Business & Cloud	Q3/2016	\$400K (Roseville 5-years) \$1.2M (Region 5-years)	Replace 9-1-1 telephone system. New system will be one of two host sites that supports regional 9-1-1 calls for Roseville, Rocklin, Lincoln, Auburn and Placer Sheriffs (second host site). Roseville will go live in Q3, and the rest of the agencies will be added Q3-Q4. Paid for by state 9-1-1 funding.
<i>Police Body Cameras</i>	Business & Cloud	Q2/2017	\$160K (\$180K annual)	Implement a new body-worn camera system for Police. Cloud-based solution securely stores video in the cloud, and is easy for the officers to use. System will reduce frivolous claims against officers and improve conviction rates. Cloud solution /camera maintenance plan will reduce maintenance costs associated with self-hosting / support.
<i>Class Replacement</i>	Business & Cloud	Q2/2017	\$180K (\$60K annual)	Replace CLASS Recreation Management System for Parks, Recreation & Libraries. New cloud-based system will provide enhanced functionality for Staff, improve self-service for Citizens, and reduce overall maintenance costs associated with self-hosting.
<i>New World Phase 3</i>	Business & Cloud	Q3 2017	\$150K	Final contract deliverables for New World Public Safety System. Implement Property/Evidence module, five advanced interfaces and eight contracted enhancements. Will improve: management of property and evidence, collaboration with DA's office, field ID using fingerprints, regional emergency dispatch coordination (CAD to CAD), Emergency Medical Dispatch, cross-agency situational awareness and electronic citations. Will also improve internal business processes.
<i>Police Mobile ID</i>	Business & Cloud	Q2 2017	\$50,000	The Police Mobile ID hand held fingerprint system will allow officers in the field to check identity against regional and state criminal fingerprint databases. The system will be hosted by the Placer Sheriff's department, and funding for the project, the system, and the hand-held fingerprint readers comes from California state RAN funds.
<i>Digital Persona Upgrade</i>	Business & Cloud	TBD	TBD	Officers will have the ability to identify subjects that have criminal history in the 5-county area. They will

				also be able to enter citations electronically and automatically upload them to a database.
<i>Connect Card</i>	Business & Cloud	Q3 2017	TBD	New transit smart card fare payment system. The Alternative Transportation department has joined the Sacramento region in adopting a common payment card for regional bus riders. The new system is being implemented by SACOG and Sac RT, and will be adopted by Roseville and all other County and Municipal transportation departments in the Sacramento region starting in early 2017.
<i>CIS Replacement</i>	Enterprise Solutions	1 <sup>st</sup> Quarter 2017	\$10 Mil (EU & Electric)	Utility Billing CIS manages the utility services accounts, which are the major source of revenue for the City.
<i>Enterprise Asset Mgmt. Phase 3</i>	Enterprise Solutions	2 <sup>nd</sup> Quarter 2017	\$13.1 Mil (Enterprise Funded)	Business process workshops; Parks and Streets design; Critical design review workshops; Upgrade to Maximo version 7.6 completed.
<i>ERP System Replacement</i>	Enterprise Solutions	4 <sup>th</sup> Quarter 2018	\$10.0 Mil - Funding source still being identified	Completed contract negotiations for consultant (GFOA) to develop business requirements and RFP. Council approval/kick-off in January.
<i>Advanced Metering Infrastructure (AMI)</i>	Enterprise Solutions	Go-live: Estimated 2019	\$23 Mil (Electric & Water)	Upgrade all electric and water meters to operate on a city-wide communications system. The utilities will be able to optimize system efficiencies, increase leak detection capabilities, and improve rate structures. Currently in the procurement phase, working with our consultant to develop an RFP.
<i>ITSM Replacement</i>	IT Client Services/ Enterprise Solutions	2 <sup>nd</sup> Quarter 2016	~\$35k	This IT Service Management System will be a replacement for GSS.
<i>Radio System Replacement</i>	Network Infrastructure	2 <sup>nd</sup> Quarter 2018	\$7.325 Mil – Funding source still being identified	Project Sponsors continue to explore funding options; CDX submitted Business Plan in August 2015; City to determine upgrade path in the 4 <sup>th</sup> quarter of 2015.
<i>Telecommunications System Update</i>	Network Infrastructure	Nov. 2016	\$175K	Update the aged components, virtualize the servers, and upgrade the gateway hardware
<i>Switch Upgrade</i>	Network Infrastructure	Dec. 2016	\$450K	Upgrade all switches in the data centers and server rooms in the City
<i>East Site Radio Tower</i>	Network Infrastructure	Unknown	\$1.5M	Move the east-side radio tower to a new location that meets all of the City's technological and business needs
<i>Citywide Data Center Move to 316 Vernon</i>	Network Infrastructure	Mar. 2017	\$70K	Implement new Internet routers to support dual-redundant connections; build data center; implement campus network infrastructure; setup new phones
<i>Internal Service Fund</i>	Planning & Communications / All	On-going	Labor	IT is moving to an internal service fund structure and will no longer be included in general fund.



# Resources – Departmental / X-Functional Team Staffing Structures



Within the City there are a number of cross-functional teams consisting of key representatives from within the IT Department as well as within various other departments. Development of these cross-functional teams has yielded benefits such as improving collaboration and communication within specific programs. Representative cross-functional teams and committees include some of the following:

**Technology Governance Committee:** Guides City technology investment, ensuring consistency with City goals, and ensuring availability of resources to complete technology projects.

**Enterprise GIS Committee:** Consists of three groups: the Technical Committee performs annual planning, provides technical direction, and sets standards; the Steering Committee establishes priorities, formulates policy, and provides program oversight; and the Sponsor Group oversees the GIS program.

**Enterprise Security Committee:** Establishes a uniform approach and strategy to develop, implement, and maintain the Citywide Security program (informational/logical and physical), including: availability, confidentiality, and integrity of information systems; security awareness/training programs; regulatory compliance; risk assessment and management; incident/emergency response; and audits.

**Enterprise Asset Management Steering Committee:** Oversees the Citywide asset management program as well as implementation of the Maximo work and asset management software solution.

**Public Safety Technology Steering Committee:** Consists of two groups: the Public Safety Technology Steering Committee, which provides leadership and decision-making authority for Public Safety technology efforts; and the Public Safety Users Group, which reviews technology concepts, develops technology governance paperwork, provides recommendations to the Steering Committee, and works on Public Safety technology projects.

**Virtual City Hall (VCH) Team & e-Government Team:** Shapes the City's virtual presence, services, interaction, information, engagement and transparency with internal and external communities. Additional responsibilities include: assisting with the VCH Strategic Plan; creating e-Government Priority Action Plan to define projects and priorities using collaborative common-sense approach; informing, engaging, and educating internal and external communities; gathering public and internal needs; creating VCH policies and procedures.

**800 MHz System Committee:** Provides, operates, and maintains a primary 800MHz voice communication system of high quality and reliability at a competitive price that is scalable for future technologies.

**Financial, HR, Procurement System Committee:** Oversees the enterprise financial, HR, and procurement system, including responsibility for strategic initiatives, planning, and implementation, and ensuring the system remains a valuable tool for the City.

**RoseU Committee:** Oversees the enterprise learning management system, including responsibility for strategic initiatives, planning, and implementation, and ensuring the system remains a valuable tool for the City.

**Electronic Document Management System Committee:** Oversees the enterprise electronic document management system, including responsibility for strategic initiatives, planning, and implementation, and ensuring the system remains a valuable tool for the City.

**Utility Billing System Committee:** Oversees the enterprise utility billing system, including responsibility for strategic initiatives, planning, and implementation, and ensuring the system remains a valuable tool for the City.

**Organizational Culture & Leadership Committee:** The Organizational Culture and Leadership Team (OC&L) was developed earlier this year and has worked hard to gather as much feedback and input from employees. With that information, the team is identifying common themes and developing strategies for improving our internal culture.

**Technology Insiders:** This team will work in partnership with IT to provide input on IT policies, projects and initiatives. As an Insider, each department representative acts as a liaison between IT and your department. This team is also responsible for providing feedback on the business impact of IT strategies and communications, as well as IT policies or policy changes. Members also act as IT advisors and help with the testing for new enterprise application and desktop software deployments.

**Inclusion Committee:** responsible for assisting in the development of programs, activities and training that will enhance diversity and inclusion for the City of Roseville workplace. The Committee serves as a principal group in support of Roseville's Vision of "...fostering a dynamic, caring, and inclusive community that is simply a great place to be!" This goal originates in Roseville's Values, "We respect individuality and differences of opinions".

**Employee Recognition Committee:** The City of Roseville Employee Recognition Committee was established to obtain, review, implement and coordinate employee suggestions for improving service and communication among the City employees and departments and between City employees and the customers they serve.

**Permits Committee:** Oversees the enterprise permitting system, including responsibility for strategic initiatives, planning, and implementation, and ensuring the system remains a valuable tool for the City.

**Project Management Office:** The Project Management Office (PMO) of support and services has been created to aid and assist various City project teams.

**Emergency Management Team:** Is responsible for reducing, and responding to hazards and disasters. Disaster management does not avert or eliminate the threats; instead, it focuses on creating plans to decrease the effect of disasters.

# Strategy - Effective Executive Plan / Implementation Constraints

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Several factors come into play as the department makes decisions on how to achieve the mission, goals, and values in the coming years- partnerships, excellent service, innovation, and superior results. Internal influencers and drivers, such as the City's vision and the voice of the customer feed into the strategic initiatives. In addition, the department regularly faces resource obstacles: time, people, money, and infrastructure.

Alternatively, there are also external influencers and drivers that need to be factored into strategic initiatives. Legislation, whether at the local or federal level, could impact strategic direction and funding available for special projects. Similarly, technology trends in the marketplace and the changing way in which business is conducted need to be considered especially given Roseville's growing population of tech-savvy citizens.

While taking into consideration all the influencers, the department will work to align the business technology investment and efforts with the needs of the City and the citizens of Roseville. Additionally, the technology plan, goals, and initiatives are structured to support the mission and goals of the City, as defined by City Management.

The planning process has been straightforward and has largely been driven by the customers. The project approach was designed to be streamlined and efficient, building on previous efforts that the IT Department and City have already undertaken. The process included data gathering, including interviews to capture the voice of the customer, which helped identify the wants and needs of departments. This effort was important to balance the demand for business technology services versus the limited supply of resources available in the City. The process further helped ensure that the highest-priority efforts have been undertaken and supported transparency and access from a variety of stakeholders.

Fundamentally, this planning process represents a continuance of the improvements to technology governance that the City has been pursuing over the past several quarters. One of the primary tenets of strong Technology Governance revolves around aligning an organization's technology strategy with the business strategy. In the public sector, this can become complicated due to the fact that each department/division/bureau will have their own business strategies relative to the work they perform. However, it is sometimes the case that individual departments do not have well-defined strategic plans. As such, while the planning team has accounted for those plans that are available, much of the work to identify department strategies has come about through the voice of the customer interviews. Based on previous recommendations, the IT Department is elevating the Technology Governance processes within the City, and is demonstrating leadership in ensuring that technology plans are in alignment with the City's business strategies.

## Lean – Process & Workflow Improvement

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This initiative focuses on a series of strategies and associated projects designed to achieve greater efficiencies across the City in terms of sharing of information and documentation. Through appropriate use of technology, the City will save time and resources.

- **Improve Data Flow through Systems Integrations and Interfaces:** Identify opportunities for improving and streamlining the flow of information between systems by linking together different systems and software applications physically or functionally to act as a coordinated whole.
- **Identify Additional Paperless Opportunities:** Focus on opportunities for converting paper documents into digital formats for the purpose of achieving cost savings, making document sharing easier, keeping personal information more secure, and improving efficiencies.
- **Pursue Cloud/Software-as-a-Service Opportunities:** Identify cloud opportunities, whether public, private, or community, to take advantage of benefits such as scalability, prospective cost savings, ability to re-allocate resources, etc. Include infrastructure-/software-as-a-service options whenever analyzing alternatives for replacing existing or acquiring new systems.
- **Enable Greater Mobility of the Workforce as well as Citizen Interaction through Mobile Technologies:** Pursue opportunities for connecting with the public via mobile devices through offering unique user experiences specific to the mobile platforms and developing applications to expand citizen touch points. Expand mobile workforce capabilities to facilitate remote data capture, increased efficiencies, reduced administration, enhanced workflow, and improved morale.

## Performance - Benchmarking Metrics / KPI

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Below are the measures in which we evaluate our performance each year.

### **WORK VOLUME:**

Number of innovative projects submitted (quarterly)	49
Amount of Revenue transacted via technology (annual)	\$100 Mil
Number of innovative projects submitted (annual)	4
Number of change requests submitted (annual)	628
Percentage of Annual General Fund Operating Revenue Spent	5.0%
Number of radio transmissions without busy signal (quarterly)	2,207,969
Number of landline/telephone calls with external customers (quarterly)	1,228,060
Number of web conferences conducted (quarterly)	909
Number of visits to City websites (quarterly)	4.51 Mil
Number of views of City websites (quarterly)	28.4
Number of service requests and incidents handled (quarterly)	8,000
Number of general government business systems & solutions supported (annual)	110
Number of public safety systems & solutions supported (annual)	96
Number of utility systems & solutions supported (annual)	15
Number of mobile computing devices supported (annual)	1,010
Number of computing devices supported (annual)	1,560
Number of personal mobile devices supported (annual)	375

### **EFFICIENCY/EFFECTIVENESS:**

Percentage of budget reinvested in staff (annual)	1.5%
Percentage of hours spent on innovation/projects (annual)	30%
Number of hours utilizing multi-sourcing staffing options (annual)	4,300
Percentage of security incidents quarantined (quarterly)	100%
Percentage of network uptime during business hours (quarterly)	99%
Percentage of radio transmission without interference (annual)	100%
Percentage of servers that are virtualized (annual)	81%
Percentage of technology solutions in the cloud (annual)	32%
Application uptime during business hours (quarterly)	99%
Percentage of priority 1 service or incident requests completed within 4 hours (quarterly)	83%
Percentage of medium service/incidents requests completed within 5 days (quarterly)	75%
Percentage increase of mobile usage from prior year (annual)	9%
Overall customer satisfaction (annual)	N/A
Number of open data sets established on internet (annual)	7%