

**CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
NOVEMBER 15, 2011 AGENDA**

Subject:	Type:	Submitted By:
ADOPTION — STRATEGIC TECHNOLOGY PLAN	◆ RESOLUTION ORDINANCE RECEIVE/FILE	SHEILA A. LINDBERG FINANCE DIRECTOR

SYNOPSIS

A resolution has been prepared to adopt the Strategic Technology Plan as prepared by BerryDunn.

FISCAL IMPACT

N/A

RECOMMENDATION

Approval.

BACKGROUND

On April 19, 2011, by Resolution No. 11-049, the City Council approved a contract with BerryDunn to provide consulting services to complete the City's Strategic Technology Plan. BerryDunn presented an update to the City Council on September 6, 2011.

RESOLUTION NO._____

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF LA VISTA, NEBRASKA TO ADOPT THE STRATEGIC TECHNOLOGY PLAN.

WHEREAS, the Mayor and City Council recognize the importance and value of having a deliberate planning process to help guide all facets of city government; and

WHEREAS, the Mayor and City Council believe that it is essential to have a Strategic Technology Plan; and

WHEREAS, the Mayor and City Council included the creation of a Strategic Technology Plan as a part of their overall Strategic Plan for the City;

WHEREAS, the attached Strategic Technology Plan is developed as a collaborative effort between BerryDunn Consultants, the IT Committee, consisting of representatives from each department; management staff and all employees.

NOW THEREFORE, BE IT RESOLVED that the Mayor and City Council of the City of La Vista, Nebraska, do hereby approve the Strategic Technology Plan as attached and presented at the November 15, 2011 City Council meeting.

PASSED AND APPROVED THIS 15TH DAY OF NOVEMBER, 2011.

CITY OF LA VISTA

Douglas Kindig, Mayor

ATTEST:

Pamela A. Buethe, CMC
City Clerk



City of La Vista

Information Technology Strategic Planning Project

Strategic Technology Plan

Version 1
November 11, 2011

Prepared in Collaboration with:
City of La Vista, Nebraska
8116 Park View Blvd.
La Vista, NE 68128

CITY OF LA VISTA

Strategic Technology Plan – Version 1

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Version	Delivered Date	Update Reason
Working Draft 1	October 31, 2011	Working Draft 1 submitted to the City for review.
Working Draft 2	November 8, 2011	Working Draft 2 updated to include City feedback
Version 1	November 11, 2011	Version 1 updated to include additional City feedback

Table i: Version History of the Plan

Acknowledgements

Berry, Dunn, McNeil & Parker (BerryDunn) would like to thank the employees of the City of La Vista and members of the Sarpy County Information Systems Department for collaboratively working with us to develop this Strategic Technology Plan for the City. Special thanks go to the IT Committee members listed below, whose time and commitment were essential to the development of this plan.

- ❖ Pat Archibald, Public Buildings and Grounds
- ❖ Mitch Beaumont, Administration
- ❖ PJ Biodrowski, Sarpy County Information Systems
- ❖ Pam Buethe, Administration
- ❖ Greg Goldman, Public Works
- ❖ Jean Hurst, Library
- ❖ Sheila Lindberg, Finance
- ❖ Cindy Norris, Public Works
- ❖ Christopher Solberg, Community Development
- ❖ Sue Tangeman, Recreation Department
- ❖ Rob Witt, Fire Department
- ❖ Brad Wood, Police Department

We would also like to thank the Department Heads and staff who participated in the development of the plan. Not only did department representatives participate in the planning process, but each department valued the opportunity to participate and demonstrated an understanding that a successful Strategic Technology Plan is as much about participating in the process as it is about the final plan. We truly appreciate the level of cooperation, support, and feedback we received from the employees of the City of La Vista and Sarpy County Information Systems.

The key ingredient for future success of technology initiatives is the commitment level of necessary financial and managerial resources. We also believe that local area citizens and businesses should be proud of the manner in which the dedicated employees of La Vista provide services to the community.

Executive Summary

In April 2011, the City of La Vista, Nebraska retained Berry, Dunn, McNeil & Parker (BerryDunn) to conduct an Information Technology Strategic Planning Project with the City which would result in the development of a Strategic Technology Plan. As part of the first phase of this project, BerryDunn conducted an assessment of the current information technology environment in the City.

City leaders and citizens of La Vista have a progressive vision for the City that started with its incorporation in 1960. The City currently has a population of approximately 17,000 that enjoy all the advantages of a small town while also having access to the many opportunities of a large city due to its proximity to Omaha. In addition, seven of the largest employers in Sarpy County are located in La Vista. The City employs approximately 140 individuals and currently outsources its IT services to Sarpy County's Information Systems Department.

The City has recognized the evolving needs of the City's fast-growing population and has undertaken initiatives to conduct long-range planning, including this project, the City's Strategic Plan for 2011-2013 and the recently completed Municipal Facilities Plan.

The City has formed an IT Committee in recent years to guide the progress and make decisions related to technology in the City. This committee has historically worked to plan IT projects, worked collaboratively with BerryDunn in this planning project, and will be involved in nearly every initiative resulting from this Plan. Comprised of representation from every City department, the committee is well positioned to guide technology advancements that will benefit the City as a whole. Members also include Sarpy Information Systems employees who provide technical expertise based on their role as support for the City.

The City plans to leverage the Strategic Technology Plan to address increased service demands, encourage departments to better address business needs, improve the decision-making process, improve the management of increasing complexities, and provide services more efficiently and effectively.

As a result of the fact-finding meetings conducted during the first phase of the project, a draft list of strategic issues was developed. A strategic issue is a challenge or problem faced by the City that relates to the use and/or management of technology. This list of strategic issues was reviewed and discussed as part of the "Strategic Issue Work Session" that included representatives from each City department. The strategic issues were confirmed and prioritized by the IT Committee.

Each strategic issue has been allocated to one of three functional areas: management and operations, applications, and technical. The list of strategic issues is organized based on these categories, further defined below:

- ❖ **Management and Operations (M):** Management and Operations Issues are related to how the City supports the technology tools and infrastructure in place, how technology is planned for and acquired, and how resources are positioned to support technology in the City.
- ❖ **Applications Issues (A):** Applications Issues are related to the applications that are used to support City users in core business processes, including providing services to citizens.

- ❖ **Technical Issues (T):** Technical Issues are related to the City's core technology infrastructure and how it is developed and maintained to be cost efficient and effective.

The final list of projects and initiatives described in Section 4.4 of this plan is a result of the Project and Initiatives Work Session facilitated by BerryDunn with the City IT Committee. In the work session, the preliminary projects and initiatives were discussed, confirmed, edited, and in some cases combined. The following table contains the prioritized list of Strategic Initiatives along with their total budget amounts. In some cases, the budget amount includes existing capital funding within the Capital Improvement Plan that has been allocated to the project.

Prioritized Strategic Initiatives		
ID	Strategic Initiative	Budget (\$)
S&H	Network Study and Action Plan	89,000
U	Wireless Connectivity Within Buildings	7,000
L	Electronic Time Entry	200,000
Q	DMS Needs Assessment	85,000
G	Workstation Replacement Schedule	311,000
I	Disaster Recover Business Continuity	265,000
E	Technology Training	0
T	VoIP Phone System Configuration	1,000
W	Expanded Intranet Capabilities	0
R	Recreation Department Needs Assessment	0
M	Expand Use of Work Order System	0
O	Expand Use of MS Outlook	0
F	Expanded IT Policies and Procedures	0
A	IT Committee Charter and Governance	0
J	Replace Financial Management System	250,000
B	Support Service Level Agreements	0
N	Community Development Needs Assessment	0
V	Server Infrastructure Improvements	40,000
Y	Meeting Room Technologies	20,000
X	IT Facilities Controls	16,000
P	City Website Improvements and Expanded E-Government	30,000
C	GIS Management Policies	0
AA	Building Security System	65,000
Z	Library Security System	50,000

Table ii: Prioritized Strategic Initiatives

Based on the timing that each Strategic Initiative will be undertaken, the following table contains the estimated budget and resource levels in each year of the five years of the Plan.

Five-Year Estimated Budget Levels						
	Year 1 FY2012	Year 2 FY2013	Year 3 FY2014	Year 4 FY2015	Year 5 FY2016	5-Year Total
Total Plan Initiatives Budget	221,000	270,000	115,000	214,000	55,000	875,000
Budgeted CIP Funding for Long-Term IT Projects	50,000	50,000	50,000	50,000	-	200,000
Total Current Capital Funding*	120,000	150,000	285,000	100,000	99,000	754,000
Total Initiatives and Projects Funding	341,000	420,000	400,000	314,000	154,000	1,629,000

Table iii: Five-Year Estimated Budget Levels

*Line “Total Current Capital Funding” consists of the underlined, italicized amounts in the table as well as the amounts in line “Budget CIP Funding for Long-Term IT Projects.”

The Strategic Technology Plan will greatly impact the operations of the City. Planning, selecting, deploying, and managing for improved systems and service delivery mechanisms will require strong leadership, clear strategic and tactical plans, and, where reasonable, comprehensive needs assessments to help identify the most important technology related City challenges.

Once new technologies are implemented, the City will need to actively communicate those services and their benefits to both internal and external stakeholders. For example, the City should not expect that new e-Government services will be widely used unless the services are effectively communicated, trained, and promoted.

New technology services create significant opportunities to change how the City manages daily operations. The City must plan for significant business process changes that streamline operations and focus on using technology to improve customer service. The City should consider the following requirements that a plan of this magnitude necessitates:

- Active executive and management involvement and sponsorship will be critical to the successful adoption and continued support of the plan.
- Implementing a successful Strategic Technology Plan will require significant planning, increased capital investment, and human resources in order to successfully implement the Plan Initiatives.
- Project goals and objectives should be clearly communicated to stakeholders and progress should be proactively monitored.
- Business processes should be evaluated, and where necessary redesigned to take advantage of new technologies in order to meet the City’s desired objectives.
- Many changes will be non-technical. Rather, they will be cultural shifts, process changes facilitated by change management and policy and procedure adjustments.
- Departments must work cooperatively and collaboratively to facilitate effective change that is in the best interest of the City.
- Technical support staff will be critical to the success of the Strategic Technology Plan’s implementation. Internal stakeholders must be ready, willing, and able to use new technology and embrace effective change.

One of the critical success factors for the implementation of the IT plan will be executive support for the projects in the plan. City Administration has committed to undertaking the projects in this plan and support will need to be provided to allocate the appropriate City resources, as well as ensuring that projects outside the scope of this plan in current and future years are thoroughly evaluated before adjusting the existing priorities of the projects in the plan.

1.0 Introduction

This section describes the background of the project leading up to the Plan, the format of the Plan and the work performed in the development of the Plan.

1.1 PROJECT BACKGROUND

In April 2011, the City of La Vista, Nebraska retained Berry, Dunn, McNeil & Parker (BerryDunn) to conduct an Information Technology Strategic Planning Project with the City which would result in the development of a Strategic Technology Plan. As part of the first phase of this project, BerryDunn conducted an assessment of the current information technology environment in the City.

City leaders and citizens of La Vista have a progressive vision for the City that started with its incorporation in 1960. The City currently has a population of approximately 17,000 that enjoy all the advantages of a small town while also having access to the many opportunities of a large city due to its proximity to Omaha. In addition, seven of the largest employers in Sarpy County are located in La Vista. The City employs approximately 140 individuals and currently outsources its IT services to Sarpy County's Information Systems Department.

The City has recognized the evolving needs of the City's fast-growing population and has undertaken initiatives to conduct long-range planning, including this project, the City's Strategic Plan for 2011-2013 and the recently completed Municipal Facilities Plan. Completed in the fall of 2008, the Municipal Facilities Plan includes a description of the existing City facilities, identifies the needs of the City and provides recommendations for improving facilities to meet the needs. The objectives of the municipal facilities planning project included:

1. Evaluating existing municipal properties for space and infrastructure deficiencies;
2. Developing strategic plan for use and/or reuse of municipal buildings;
3. Evaluating best use of City owned properties;
4. Identifying the highest and best use of City owned property and construction funds; and
5. Creating a flexible work environment for City departments that can expand as needed with future growth.

Several areas within the Municipal Facilities Plan have implications on information technology and therefore the plan has been considered in this Information Technology Strategic Planning Project.

As part of the IT Planning Project, the City desired to assess its IT environment and develop a City-wide Strategic Technology Plan to prioritize technology investments and promote an environment supportive of the evolving needs of citizens and the IT objectives of the City. Specific IT objectives of the City include:

- Develop, maintain, support and upgrade/improve a cost effective, responsive, secure, and stable technical environment;
- Provide opportunity for cross-departmental, cross-governmental networks and systems, to service customers better and at the same or lower cost;
- Apply commonly used business metrics to determine a true value of technology projects and associated investment for the City;
- Support citizens, employees, and business partners in the strategic use of automation and networking;

- Integrate IT services in support of City departmental operational business and planning processes;
- Develop a process for the prioritization and funding of City IT initiatives;
- Utilize enterprise solutions where feasible;
- Implement an efficient IT purchasing model for IT equipment, software, and services;
- Expand the application of e-commerce technology for the delivery of government services to citizens; and
- Develop facility specifications for IT infrastructure and business continuity.

The City has formed an IT Committee in recent years to guide the progress and make decisions related to technology in the City. This committee has historically worked to plan IT projects, worked collaboratively with BerryDunn in this planning project, and will be involved in nearly every initiative resulting from this Plan. Comprised of representation from every City department, the committee is well positioned to guide technology advancements that will benefit the City as a whole. Members also include Sarpy County Information Systems Department employees who provide technical expertise based on their role as support for the City.

The City plans to leverage the Strategic Technology Plan to address increased service demands, encourage departments to better address business needs, improve the decision-making process, improve the management of increasing complexities, and provide services more efficiently and effectively.

1.2 PLAN FORMAT

This Plan is comprised of five sections and an executive summary, as described below:

1. **Introduction.** This section describes the background of the project leading up to the Plan, the format of the Plan, and the work performed in the development of the Plan.
2. **Current Environment Assessment Summary** This section summarizes the Current Environment Assessment conducted as part of Phase 1 of the project.
3. **Planning Framework.** This section contains the City-wide Strategic Issues that were prioritize and a summary of the additional recent strategic planning activities undertaken at the City.
4. **City-Wide Technology Initiatives.** This section contains the Strategic Initiative Reference Table, describes those Initiatives currently in progress and presents the Prioritized Plan Initiatives.
5. **Implementing the Strategic Technology Plan.** This section contains the budget and timeline for the Prioritized Plan Initiatives, outlines the funding levels for the Plan and describes the approach to ongoing governance of the plan.

1.3 WORK PERFORMED

In July 2011, BerryDunn conducted onsite fact-finding meetings with all City departments as well as with members of Sarpy County Information Systems. During these meetings, BerryDunn facilitated discussion of each department's business processes and the challenges in the City's current technology environment. In addition, BerryDunn toured various facilities, collected additional

documentation, and observed City employees using technology tools to conduct business processes. Representatives from each of the departments in the following table participated in the project.

Project Participants	
Number	Department
1	Administration
2	Buildings and Grounds
3	City Council
4	Community Development
5	Fire Department
6	Library
7	Police Department
8	Public Works
9	Recreation
10	Sarpy County Information System

Table 01: Project Participants

As part of the first phase of this Information Technology Strategic Planning Project, BerryDunn conducted a Current IT Environment Assessment of the technology environment in the City. The assessment considered areas of technology necessary to meet the City's IT objectives listed in sub-section 1.1, Project Background. The Assessment was conducted collaboratively by BerryDunn, the City Project Team, the City IT Committee, Sarpy County Information Systems and additional City employees. Prior to conducting the onsite fact-finding meetings, BerryDunn reviewed background documentation provided by the City to better understand the current IT environment at the City. This list of requested documentation is contained in Appendix B of this Report. In addition, BerryDunn developed and distributed a Strengths, Weaknesses, Opportunities and Threats (SWOT) Worksheet to departments for completion. Over 120 City employees responded to the SWOT worksheet and the information collected was considered in the Assessment. The responses were also used in the second phase of this project to develop the List of Strategic Technology Issues and the Strategic Technology Plan.

A strategic issue is a challenge or problem faced by the City that relates to the use and/or management of technology. This list of strategic issues was discussed, confirmed, and prioritized as part of the "Strategic Issue Prioritization Work Session" facilitated by BerryDunn that included representatives from each department. As a result of the work session, the identified strategic issues were prioritized. The prioritized list of issues is contained in section 3.1 of this plan.

The IT Committee was then asked to review the prioritized list of strategic issues and complete initiative planning templates to document technology projects that would address the strategic issues. BerryDunn developed a list of projects which was combined with those initiatives submitted by the IT Committee. The "Projects and Initiative Work Session" facilitated by BerryDunn allowed the committee to discuss, confirm, and score each initiative or project. Collaboration and involvement of all departments was a key ingredient to this successful effort which became the basis for the Strategic Plan.

2.0 Current Environment Assessment Summary

This section summarizes the Current Environment Assessment conducted as part of Phase 1 of the project.

The City has identified ten objectives of the Information Technology Strategic Planning Project that were considered as projects and initiatives were developed. These objectives are contained in the following table.

La Vista Information Technology Objectives	
No.	Objective
1	Develop, maintain, support and upgrade/improve a cost effective, responsive, secure, and stable technical environment.
2	Provide opportunity for cross-departmental, cross-governmental networks and systems, to service customers better and at the same or lower cost.
3	Apply commonly used business metrics to determine a true value of technology projects and associated investment for the City.
4	Support citizens, employees, and business partners in the strategic use of automation and networking.
5	Integrate IT services in support of City departmental operational business and planning processes.
6	Develop a process for the prioritization and funding of City IT initiatives.
7	Utilize enterprise solutions where feasible.
8	Implement an efficient IT purchasing model for IT equipment, software, and services.
9	Expand the application of e-commerce technology for the delivery of government services to citizens.
10	Develop facility specifications for IT infrastructure and business continuity.

Table 02: La Vista Information Technology Objectives

While this Strategic Technology Plan contains projects and initiatives aligned with these objectives, an important step in the planning process of Phase 1 was to understand the capability of the current environment in meeting these objectives. This allowed projects and initiatives to be developed to address areas of greatest challenge. For each objective, BerryDunn has assigned a current state rating based upon how the policies, procedures, business processes, applications and technology tools support each objective in the current environment. These rating indicators are described in the following table.

Current State Ratings	
Rating	Description
Impeding	The current state of the information technology environment in the City is impeding the City's ability to meet the objective.
Supporting	The current state of the information technology environment in the City is supporting the City's ability to meet the objective, but the objective is not fully met.
Optimizing	The current state of the information technology environment in the City is optimizing the ability to meet the objective with room for expansion and future growth.

Table 03: Current State Ratings

The following three sub-sections discuss various management and operations, applications and technical objectives and the current state ratings that have been applied to each.

2.1 MANAGEMENT AND OPERATIONS

The management and operations of information technology includes the way that technology is planned for, how projects are managed and how implemented technologies are supported both on a regular basis and in the event of a disaster. The following table contains the objectives from the group of ten that relate to management and operations. For each objective in the table, a current state rating has been assigned along with a description for each.

Management and Operations Objectives			
No.	Objective	Rating	Description
3	Apply commonly used business metrics to determine a true value of technology projects and associated investment for the City.	Impeding	The City can improve the use of best-practice project management methodologies and tools to measure total cost and true value of projects.
5	Integrate IT services in support of City departmental operational business and planning processes.	Supporting	City users are largely satisfied with the reliability of their current IT tools and the services they receive to support them.
6	Develop a process for the prioritization and funding of City IT initiatives.	Impeding	The City can improve and expand on the current CIP process in place to select, prioritize, and request funding for IT initiatives.
8	Implement an efficient IT purchasing model for IT equipment, software, and services.	Supporting	The City currently has a centralized IT purchasing model; however, the process is not documented and variations exist in the way that purchases are made.
10	Develop facility specifications for IT infrastructure and business continuity.	Impeding	The City currently does not have documented specifications and policies and procedures to support disaster recovery and business continuity.

Table 04: Management and Objectives

As the City developed the projects and initiatives to improve the current technology environment and support the City's objectives, the following were considered to address the challenges currently faced:

- Develop a documented charter and governance process for the IT Committee;
- Expand guidelines contained in the inter-local agreement for support from Sarpy County IS to develop a Service Level Agreement;
- Develop enterprise-wide disaster recovery and business continuity plans;
- Develop policies and procedures related to project management, technology purchases, management of GIS data, and communication of technology changes; and
- Develop a workstation replacement schedule.

2.2 APPLICATIONS

The City's application environment contains several department specific applications and limited enterprise-wide tools. The following table contains the objectives from the group of ten that relate to applications. For each objective in the table, a current state rating has been assigned along with a description for each.

Applications Objectives			
No.	Objective	Rating	Description
2	Provide opportunity for cross-departmental, cross-governmental networks and systems, to service customers better and at the same or lower cost.	Impeding	Due to the limited number of enterprise-wide applications in place in the City, opportunities for cross-departmental and cross-governmental services to customers are impeded.
4	Support citizens, employees, and business partners in the strategic use of automation and networking.	Impeding	The current applications in place in the City do not offer a large level of automated processes.
7	Utilize enterprise solutions where feasible.	Impeding	The City currently does not use a large level of enterprise solutions.
9	Expand the application of e-commerce technology for the delivery of government services to citizens.	Impeding	The current applications in place in the City have limited e-government capabilities.

Table 05: Application Objectives

As the City developed the projects and initiatives to improve the current technology environment and support the City's objectives, the following were considered to address the challenges currently faced:

- Select and implement enterprise-wide applications in support of cross-departmental and cross-governmental service to customers;
- Select and implement applications with workflow and automation functionality;
- Pursue opportunities to expand e-government offerings to customers; and
- Pursue opportunities to expand application functionality to allow mobile data collection and management.

2.3 TECHNICAL

The City's technical infrastructure has evolved in a reactionary manner to the increasing space demands and shifting uses of the physical spaces in the City. There are several components in the network that are not delivering adequate performance and do not have additional capacity to accommodate future growth. The following table contains the objectives from the group of ten that relate to the technical component. For each objective in the table, a current state rating has been assigned along with a description for each.

Technical Objectives			
No.	Objective	Rating	Description
1	Develop, maintain, support and upgrade/improve a cost effective, responsive, secure, and stable technical environment.	Supporting	The City's current technical environment is largely secure and stable and is maintained in a cost effective way. As the City plans for projects and initiatives, consideration should be given to optimize the infrastructure to support this objective.
2	Provide opportunity for cross-departmental, cross-governmental networks and systems, to service customers better and at the same or lower cost.	Impeding	Due to challenges in network connectivity across City buildings, the use of cross-department and cross-governmental networks and systems is impeded.
4	Support citizens, employees, and business partners in the strategic use of automation and networking.	Impeding	Due to challenges in network connectivity across City buildings, automation and networking is impeded.
5	Integrate IT services in support of City departmental operational business and planning processes.	Impeding	Due to challenges in network connectivity across City buildings, integrated IT services are impeded.
7	Utilize enterprise solutions where feasible.	Impeding	Due to challenges in network connectivity across City buildings, the use of enterprise solutions is impeded.
10	Develop facility specifications for IT infrastructure and business continuity.	Supporting	The current IT facilities consist of locations that are largely secure from threats to business continuity; however, improvements could be made to optimize this objective.

Table 06: Technical Objectives

As the City developed the projects and initiatives to improve the current technology environment and support the City's objectives, the following were considered to address the challenges currently faced:

- Improve the City network to deliver reliable, high-performing connectivity to all City departments;
- Expand remote access connectivity to the City network in support of mobile technologies;

- Implement infrastructure tools to support the City's disaster recovery and business continuity plans; and
- Pursue areas to implement technical hardware to improve the efficiency and effectiveness of City business processes.

3.0 Planning Framework

This section contains the City-wide Strategic Issues that were prioritized and a summary of the additional recent strategic planning activities undertaken at the City.

3.1 CITY-WIDE STRATEGIC ISSUES

During fact-finding meetings with all City departments, issues and needs related to technology were identified. The interviews allowed participants to identify City-wide strategic issues that are impacting their departments.

As a result of the fact-finding meetings, a draft list of strategic issues was developed. A strategic issue is a challenge or problem faced by the City that relates to the use and/or management of technology. This list of strategic issues was reviewed and discussed as part of the "Strategic Issue Work Session" that included representatives from each City department. The strategic issues were confirmed and prioritized by the IT Committee.

These priorities provide high-level guidance from the City's perspective to determine when each issue should be resolved during the timeframe of the plan. The strategic issues were prioritized using the three categories described in the table below.

Priorities for Strategic Issues	
	Critical - should be addressed during the first year of the Plan.
	High - should be addressed during years two and three of the Plan.
	Medium - should be addressed during years four and five of the Plan.

Table 07: Priorities for Strategic Issues

Participants in the work session scored each issue based on the category descriptions above, which were assigned a priority number. Critical Issues were given a score of three, a two for High, and a one for Medium. The points for each issue were added by BerryDunn. Among the final scores, higher numbers represent higher priority issues.

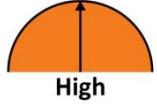
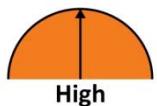
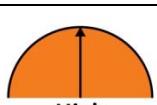
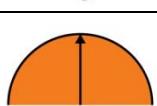
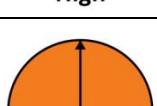
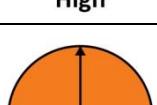
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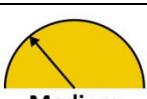
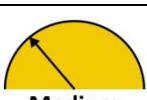
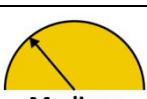
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- ❖ **Applications Issues (A):** Applications Issues are related to the applications that are used to support City users in core business processes, including providing services to citizens.
- ❖ **Technical Issues (T):** Technical Issues are related to the City's core technology infrastructure and how it is developed and maintained to be cost efficient and effective.

The resulting list of prioritized strategic issues, documented in the table below, guided the development of the initiatives identified in Section 4.0.

Prioritized List of Strategic Issues			
No.	Issue Description	Score	Priority
M8	The City does not have an enterprise-wide Disaster Recovery and Business Continuity Plan.	26	 Critical
T3	Network connectivity at City buildings is inconsistent and does not deliver adequate performance.	26	 Critical
T8	The Library does not have the ability to connect to the City network for email, networked storage drives, and other applications.	25	 Critical
A12	The City does not have an enterprise-wide Document Management System.	24	 Critical
T2	The backup of critical data could be improved.	24	 Critical
T13	City servers are not configured in a redundant manner.	24	 Critical
M3	The City does not follow a standard workstation replacement schedule.	23	 Critical
A1	The financial management system in place in the City reportedly provides limited functionality to support City business process.	22	 Critical
A3	The City does not have an application for electronic time entry.	22	 Critical
M4	The City Library is receiving limited support from Metropolitan Community College.	21	 Critical

Prioritized List of Strategic Issues			
No.	Issue Description	Score	Priority
A7	The Community Development Department is not utilizing mobile technologies for permitting and inspections.	20	 Critical
T1	The configuration of the City phone system can be improved.	20	 Critical
T10	The server room in City Hall does not have adequate physical and environmental controls.	20	 Critical
T15	The City lacks a Storage Area Network.	20	 Critical
M1	The City's IT Committee does not have a documented charter or governance process to formalize IT decision making.	19	 High
M2	A documented plan does not exist for how Sarpy County IT resources will be involved in City IT project management.	19	 High
A4	The City is not utilizing standardized versions of Windows, Microsoft Office and other workstation applications.	19	 High
M12	Help Desk response outside of regular business hours is not meeting the needs of some City Departments.	18	 High
A13	The City website could be upgraded.	18	 High
A5	The Public Works Department does not utilize a Work Order and Asset Tracking application.	17	 High
A8	The Recreation Department does not utilize a program management application.	17	 High
A10	The City is not widely using an enterprise-wide calendar or meeting scheduling application.	17	 High

Prioritized List of Strategic Issues			
No.	Issue Description	Score	Priority
T4	A lack of network connectivity has limited the use of applications for Public Safety.	17	 High
M5	The City does not have documented policies and procedures for the management of GIS data.	16	 Medium
M6	A City-wide social media policy is not in place.	16	 Medium
M11	The City does not have an enterprise-wide Security Policy.	16	 Medium
A9	e-Government capabilities offered by the City are limited.	16	 Medium
T6	Wireless connectivity within City buildings is limited.	16	 Medium
T12	The shared-use workstation in Public Works is not meeting the needs of users.	16	 Medium
T14	The technology infrastructure in place in the Council Chambers could be improved.	16	 Medium
M9	Technology training City-wide is limited.	15	 Medium
A6	The City is not utilizing an application to manage business licenses.	15	 Medium
M7	Cash is collected at Recreation locations where internal controls could be improved.	14	 Medium
M10	Support channels for specialized, Department-specific applications are not documented.	13	 Medium
T5	The City is not archiving email.	12	 Medium

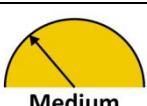
Prioritized List of Strategic Issues			
No.	Issue Description	Score	Priority
T11	The City's intranet is not fully developed or used by all employees.	12	 Medium
A11	The City-Wide credit card acceptance policy can be expanded and updated.	9	 Medium

Table 08: Prioritized List of Strategic Issues

3.2 CITY STRATEGIC PLANNING

The City has developed and adopted a Strategic Plan for its direction. Major initiatives and future planning are based on this document which is established for 2011-2013. There are eight strategies contained within the City's Strategic Plan, each with documented key objectives and action steps. These strategies are listed below.

1. Pursue revitalization of the 84th Street corridor & other economic development opportunities.
2. Provide for planned, fiscally responsible expansion of the city's boundaries.
3. Maintain quality of older, residential neighborhoods.
4. Enhance La Vista's identity and raise awareness of the city's many qualities.
5. Improve and expand the city's quality of life amenities for residents and visitors.
6. Pursue action that enables the city to be more proactive on legislative issues.
7. Adopt and implement standards of excellence for the administration of city services.
8. Insure efficient, effective investment in technology to enhance service delivery.

Each of the strategies has varying impacts on the technology environment in the City and this Strategic Technology Plan. Most predominantly, the eighth strategy and its action steps have a large impact on this Plan. Other strategies, such as enhancing La Vista's identity (strategy four) will be indirectly impacted by initiatives in this plan.

As part of the City's Strategic Plan, a Municipal Facilities Plan ("MFP") was completed in 2008. The MFP included a description of the existing facilities at the City, identified the needs of the City and provided recommendations for improving facilities. The objectives of the municipal facilities planning project included:

1. Evaluating existing municipal properties for space and infrastructure deficiencies;
2. Developing strategic plan for use and/or reuse of municipal buildings;
3. Evaluating best use of City owned properties;
4. Identifying the highest and best use of City owned property and construction funds; and
5. Creating a flexible work environment for City departments that can expand as needed with future growth.

Several areas within the Municipal Facilities Plan have implications on information technology and therefore the plan has been considered during the development of the Information Technology Strategic Plan.

4.0 City-Wide Technology Initiatives

This section summarizes all initiatives developed throughout the planning effort and describes how the list of prioritized planned initiatives was developed. The section also includes an overview of the form used to present initiatives and provides the completed descriptions for all initiatives developed for the Strategic Technology Plan.

4.1 STRATEGIC INITIATIVES DEVELOPMENT

The table below summarizes all of the initiatives developed collaboratively among BerryDunn and the City following the Strategic Issue Prioritization Work Session. In addition to those that were developed by BerryDunn, each member of the IT Committee submitted multiple projects and initiatives.

List of Strategic Initiatives		
ID	Initiative	Strategic Issue(s)
A	Develop a charter and governance process for the IT Committee.	M1
B	Develop and implement IT project management policies and procedures that include the roles of Sarpy County IS and the IT Committee.	M2
C	Develop and implement GIS Management policies and procedures.	M5
D	Develop and implement a Service Level Agreement in cooperation with Sarpy County IS to describe their involvement in Project Management and how support outside of regular business hours and for specialized applications will be provided.	M2, M10, M12
E	Develop and implement enterprise-wide technology training policies and procedures.	M9
F	Develop and implement new and expanded IT policies and procedures.	M6, M11, A11, T7
G	Develop and implement an enterprise-wide workstation replacement schedule as well as allocate future funding to support the schedule.	M3, A4, T12
I	Develop and implement enterprise-wide Disaster Recovery and Business Continuity Plans that include the backup of critical City data.	M8, T2
J	Conduct a Financial Management System Needs Assessment.	A1, M7
L	Select and implement an application to support electronic time entry.	A3
M	Expand the use of the City's Work Order Management System	A5
N	Conduct a Community Development Application Needs Assessment.	A6, A7
O	Leverage Microsoft Outlook to improve the City's ability to centrally schedule employees, manage calendars and archive e-mails.	A10, T5
P	Update the City website and expand e-Government capabilities offered by the City.	A9, A13
Q	Conduct a Document Management System (DMS) Needs Assessment.	A12

List of Strategic Initiatives		
ID	Initiative	Strategic Issue(s)
R	Conduct a Needs Assessment with the Recreation Department.	A8
S & H	Conduct a network study to assess limitations in the City's current infrastructure and develop a plan of action to improve network challenges and transition the Library to the City network.	M4, A7, T3, T4, T8, T9
T	Adjust the configuration of the City's phone system to allow direct incoming dialing and improve capabilities with voicemail retrieval.	T1
U	Improve wireless connectivity to the City network in City buildings, specifically the Library.	T6
V	Improve the City's server infrastructure including its configuration and use of storage tools.	T13, T15
W	Develop expanded capabilities of the City's intranet.	T11
X	Improve physical and environmental controls related to the City's IT facilities.	T10
Y	Implement technology infrastructure within City meeting rooms to support meeting presentations, teleconferences and web-conferences.	T14
Z	Select and install an updated Library Security System.	-
AA	Select and install an updated security system in the City Hall/Community Center building.	-

Table 09: Preliminary List of Strategic Initiatives

The final list of projects and initiatives described in Section 4.4 of this plan is a result of the Project and Initiatives Work Session facilitated by BerryDunn with the City IT Committee. In the work session, the preliminary projects and initiatives were discussed, confirmed, edited, and in some cases combined.

At the end of the work session, each department representative was asked to choose eight that they thought should be addressed in the first two years of the Strategic Plan. This ranking of each project or initiative was given a weight of 25% towards the final prioritization. The input from the IT Committee was combined with the strategic issue rank to determine a total 50% of the score for each strategic project or initiative. Each project or initiative was scored based on the number and priority of each strategic issue it addressed.

The remaining 50% of the overall score for each project initiative was determined by BerryDunn and reviewed and confirmed by the IT Committee. Thirty percent of this score was allotted to the cost benefit of the project or initiative which was high, medium, or low. The ease of implementation was given 10%, and was ranked as easy, medium or hard. The final 10% of the score was based on the maturity of the technology involved in the project or initiative. It was either established, leading edge or bleeding edge technology. A summary of these categories is contained in the table below.

Strategic Initiatives Weighted Prioritization Categories				
City		BerryDunn		
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology
25%	25%	30%	10%	10%
 Critical	 Critical	 High	 Easy	 Established
 High	 High	 Medium	 Medium	 Leading Edge
 Medium	 Medium	 Low	 Difficult	 Bleeding Edge

Table 10: Strategic Initiatives Weighted Prioritization Categories

4.2 STRATEGIC INITIATIVES IN PROGRESS

It is important to document and understand the nature and scope of any in-progress City initiatives since they will impact the City's approach to completing the projects in the Strategic Technology Plan. City resources currently assigned to completing in-progress projects will also be assigned to the projects within this Strategic Technology Plan. In addition, technical dependencies exist such as ensuring infrastructure improvements are made prior to application implementations so that the highest performance possible is delivered to the end user in the City.

The determination of which projects are considered in-progress is based on whether or not the scope has been defined and if funding has been allocated and approved. There were many cases where projects were identified by City resources that will address known challenges; however the scope of these projects had not yet been defined and funding has not yet been allocated. While these projects were considered to be included within the Strategic Technology Plan if appropriate, they are not considered to be in-progress at this time.

The City's Capital Improvement Plan (CIP) for FY2012 contains a complete list of planned projects. Within the list, several are technology projects, and several more will have implications on the technology environment in the City. Summarized in the table below is the list of projects from the FY2012 CIP that should be considered as part of this Strategic Technology Plan. For each project, the total allocated budget amount is listed along with a summary of the project scope and considerations impacting the Plan. The budget amount contains the FY2012-FY2016 expenditures and any related operational expenses that have been identified.

Capital Projects FY2012-FY2016		
No.	Capital Project	Budget Amount (initial and operational)
	Scope Summary	Summary of Considerations
1	IT Disaster Recovery	\$250,000/\$40,000 operational
	This project consists of a design study in FY2012 followed by the purchase and installation of equipment and furnishings in FY2013-FY2016. The design study is budgeted at \$50,000 and \$50,000 has been budgeting in each year following for equipment and furnishings. In addition, \$8,000 per year in operational expenses has been budgeted for file storage and annual IT services.	This capital project has been considered as Strategic Initiative I (Disaster Recovery and Business Continuity Plans) was developed. It is recommended that future progress towards this capital project be completed in alignment with that initiative.
2	IT Security Cameras	\$69,000/\$19,500 operational
	The purpose of this project is to install security cameras in City parks and facilities to increase safety and deter vandalism. The first year effort is to install cameras within City Hall and the second year is to install cameras in City parks that will connect wirelessly for remote monitoring. The first budget year is FY2012 with \$20,000 allocated and the second is \$49,000 in FY2016. A total of \$19,500 in operational expenses has been identified across the five budget years.	A portion of this capital project is to install the necessary network connectivity for the IT security cameras to operate in public areas in the City, where connectivity may not exist today. Because of this, consideration of the connectivity should be a part of the network study and action plan that is conducted in the first year of the Plan.
3	Records/Agenda Management System	\$75,000/\$108,000 operational
	This project is designed to improve the way in which the City stores documents to promote efficiencies and enable effective retainage practices. \$25,000 has been budgeted in FY2012 and \$50,000 in FY2013 to purchase an electronic records management system. Operational expenses include a total of \$40,000 in the five budget years for annual licensing and support fees as well as \$68,000 total for a half-time staff person to oversee the records management function.	This capital project has been considered as Strategic Initiative Q (Document Management Needs Assessment) was developed. It is recommended that future progress towards this capital project be completed in alignment with that initiative.
4	Long Term Technology Plan	\$215,000
	This capital project is an earmark for funding for projects resulting from the Strategic Technology Plan. \$50,000 has been planned for in FY2012 and \$50,000 in FY2013-2015. No operating expenses have been budgeted in the capital plan.	The five budget levels of this capital project have been incorporated into the five-year budget levels of this Plan.

Capital Projects FY2012-FY2016		
No.	Capital Project	Budget Amount (initial and operational)
	Scope Summary	Summary of Considerations
5	Wireless System Upgrade The purpose of this project is to upgrade the wireless technology to 300 mbps at Police, Public Works and District 2 Fire facilities. \$25,000 has been budgeted in FY2012 with no operational expenses budgeted.	\$25,000 The funding for this capital project has been incorporated into the second year of Strategic Initiative S & H to conduct a Network Study resulting in an action plan for improvements. It is anticipated that the \$25,000 from this capital project will address the first activities of the action plan. Any additional operation expenses needed to support improvements will be identified as part of that initiative.
6	Financial Software The City has planned for a new financial software system in FY2015 and FY2016. \$10,000 has been planned in FY2015 and \$125,000 in FY2016.	\$135,000 The funding for this project has been incorporated into Strategic Initiative J to replace the Financial Management System in the City. It is anticipated that as part of this initiative, additional funding will be needed. Funding will also be needed to support the new software system on an ongoing basis.

Table 11: Capital Projects FY2012-FY2016

The following table contains the budget amounts for each of the five capital projects for the six planned years, FY2012-FY2016. Operation funding estimates are combined for all five projects in the table.

Five-Year Budget Amounts for Capital Projects (\$)							
No	Capital Project	FY2012	FY2013	FY2014	FY2015	FY2016	Total
1	IT Disaster Recovery	50,000	50,000	50,000	50,000	50,000	250,000
2	Security Cameras	20,000	-	-	-	49,000	69,000
3	Records Management	25,000	50,000	-	-	-	75,000
4	Technology Projects	50,000	50,000	50,000	50,000	-	200,000
5	Wireless Upgrade	25,000	-	-	-	-	25,000
6	Financial Software	-	-	-	10,000	125,000	135,000
Operational Funding		11,000	38,500	39,000	39,500	39,500	167,500
Total		196,000	188,500	139,000	149,500	263,500	936,500

Table 12: Five-Year Budget Amounts for Capital Projects (\$)

It is important to note that the way in which funding has been planned leaves opportunities for additional projects in FY2015 and FY2016. This practice of capital planning is highly effective as new projects that are identified will be able to be funded in these later years of the five-year planning

horizon. Consistent with this approach the City uses for capital project planning, funding as part of this Strategic Technology Plan follows a similar trend, further discussed in Section 5.1, Budget and Timeline.

4.3 OVERVIEW OF STRATEGIC INITIATIVES

Each initiative in Section 4.4 has been presented utilizing a standard form to document each planned initiative. An initiative may also be referred to as a project. Below, BerryDunn has provided a sample template that includes a description of each field in the form and its contents.

La Vista Strategic Initiative										
Initiative Description										
This section of the template will contain a description of the initiative or project.										
Initiative Source Information										
Functional Area:	Management and Operations Issues, Application Issues or Technology Issues									
Priority Ranking:	X of 24, where X is this initiative or project's ranking among the total number of initiatives.									
Related Strategic Issue(s)										
#	This section of the template will contain a listing of the strategic issue(s) that this initiative or project addresses.									
Initiative Ranking										
(Each initiative or project ranking will be given an icon to help the reader understand the challenges inherent in each initiative).										
City			BerryDunn							
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology						
Rating of Strategic Issue Rank (Critical, High, Medium)	Rating of Priority to Departments (Critical, High, Medium)	Rating of the Cost Benefit (High, Medium, Low)	Rating of the Ease of Implementation (Easy, Medium, Difficult)	Rating of the Maturity of the Technology (Established, Leading Edge, Bleeding Edge)						
Estimated Initiative Budget										
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost					
\$X ₁	\$X ₂	\$X ₃	\$X ₄	\$X ₅	Sum (\$X ₁ -\$X ₅)					
Budget Description	This section of the template will contain a high-level description of the cost estimate, including the methodology used to determine cost as well as the estimated cost over the next five years.									
Lead	Department or group to Lead Initiative									

La Vista Strategic Initiative	
Action Items to Implement Initiative	
This section of the template will contain a checklist of the action items that are needed to implement the initiative or project.	
<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	
Anticipated Benefits	
This section of the template will contain a checklist of the anticipated benefits that are expected from the initiative or project.	
<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	
Potential Risks	
This section of the template will contain a list of potential risks that should be considered as this initiative or project is undertaken.	
<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	

As part of the description for each strategic project and initiative, the City asked BerryDunn to identify potential risks associated with implementing the project or initiative. Each project in the plan will require City staff to employ project management processes to ensure projects remain on schedule, within budget and adhere to the original scope. Every project includes the risk of not meeting objectives without proper project management. BerryDunn has not included the risks associated with a lack of project management on each project, and instead has focused on any potential risks specific to each project. Some projects will include more risk compared with other projects, especially when comparing projects that involve new systems or hardware. Some projects that require the development of new policies and procedures will have little to no risk other than the City not completing the project.

The list of potential risks identified for each project is not meant to include every possible risk associated with the project. As the City begins the implementation of the projects and initiatives it will be important to ensure an appropriate level of project management practices are used to increase the likelihood of success for each project.

4.4 PRIORITY PLAN INITIATIVES

S & H – Network Study and Action Plan	
Initiative Description	
<p>The City of La Vista currently faces several challenges related to its network infrastructure. During the Assessment Phase (Phase 1), six Strategic Issues were identified related to the City network including both its design and components. It was reported that in several cases, the network has been expanded and upgraded incrementally. The purpose of this initiative is to conduct a network study that will analyze the network in detail and result in an action plan for a coordinated effort to improve the City network and allow for future growth.</p>	
<p>This initiative consists of two phases, an assessment and discovery phase and an action plan development phase. These are further described below:</p>	
<p>Phase 1: Assessment and Discovery. The City has found multiple local companies that are willing to conduct network studies for little to no cost. This type of engagement can vary in scope significantly, ranging from basic connectivity testing at limited locations to a full analysis of bandwidth and latency across all local- and wide-area-network sites. For the purpose of this Strategic Initiative, the latter would be more beneficial to the City so that the action plan that is developed during Phase 2 will encompass the full breadth of the City's network. Although this scope is larger than some studies, it is still anticipated that a company can be retained for the effort of this first phase for no cost.</p>	
<p>Phase 2: Action Plan Development. The company that is retained for the first phase of this initiative should also be engaged in the development of an action plan to improve the City's network. Efforts as part of phase 2 are not as common projects among companies that complete network studies and so it will be important to engage the same company for both phases that has experience and expertise translating findings and recommendations from a network study into actionable steps for improvement.</p>	
<p>The City recognizes several changes that it would like to make as the network design and configuration is updated and improved. A priority among these changes is to transition the Library to the City network. An additional priority is to plan for future growth to support mobile technologies. As the detailed scope of the network study is developed, it will be important that these priorities are communicated to the proposing vendors. This will ensure that the action plan that is developed will contain detailed activities to address these priorities.</p>	
<p>Another important consideration for the action plan development is that it contains alternatives where feasible. Certain improvements to the network may have such dependencies that they are nearly required as first steps; however, to the extent options for configurations and upgrades exist, they should all be presented. This will allow the City to work with Sarpy County Information Systems to plan upgrades that utilize familiar and supportable technologies.</p>	
<p>Capital funding has been planned for the project to upgrade the wireless connection speed between certain City locations. This funding was originally planned for FY2012 but has been pushed to FY2013 so that it can be put towards those initial activities of the action plan developed as a result of the network study.</p>	

S & H – Network Study and Action Plan									
Initiative Source Information									
Functional Area:		Management and Operations, Applications and Technical							
Priority Ranking:		1 of 24							
Related Strategic Issue(s)									
M4	<p>The City Library is receiving limited support from the Metropolitan Community College. La Vista public library's technology is supported by the Metropolitan Community College (MCC) as the two organizations share a campus. The Library reported that they have been receiving declining support levels from MCC and have been increasingly relying on a single non-dedicated internal support resource. In addition, it was reported that MCC is no longer tracking the library's support requests through a support ticket application, causing further challenges with understanding the status and resolution of support requests.</p>								
A7	<p>The Community Development Department is not utilizing mobile technologies for permitting and inspections. It was reported that three Toughbook computers have been purchased but are currently not being used to their full capacity due to connectivity issues in the field. There is a desire in the Department to increase mobile data management capability, specifically with the rental inspection process.</p>								
T3	<p>Network connectivity at City buildings is inconsistent and does not deliver adequate performance. City buildings connect via a wireless network connection to City Hall. It was reported that in all locations outside of City Hall, the network connection often fails or is too slow to conduct regular business processes.</p>								
T4	<p>A lack of network connectivity has limited the use of applications for Public Safety. It was reported that the Police Department is currently not utilizing the State's e-ticketing application or entering data into the Records Management System (RMS) in the field due to a lack of connectivity. In the case of the RMS, officers instead first record the data on paper, creating additional manual processes.</p>								
T8	<p>The Library does not have the ability to connect to the City network for email, networked storage drives, and other applications. Currently the Library uses an email system separate from that in use in the City. In addition, Library employees do not have access to City networked drives or applications. This has resulted in these employees needing to travel to City Hall to use some City resources, such as the finance management system.</p>								
Initiative Ranking									
City			BerryDunn						
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology					
 Critical	 Critical	 Medium	 Medium	 Established					
Estimated Initiative Budget									
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost				
\$15,000	<u>\$25,000**</u>	-	-	\$49,000**	\$89,000				

S & H – Network Study and Action Plan	
Budget Description	<p>The budget for this initiative is based on the additional scope beyond a network analysis to include an action plan for making improvements to the City network as well as the transition of the Library to the network. Typically, network analysis projects consist of a discovery and assessment work effort and results in a set of documented findings. For this project, the contracted work effort will also include the action plan. City employees have conducted research with local providers and have found that discovery and assessment phases may be offered for little or no cost. This budget is based on the additional scope of the action plan for approximately \$15,000.</p> <p>**The budget amounts of \$25,000 and \$49,000 exist from the projects in the capital plan to upgrade the speed of wireless connectivity between certain City locations and install security cameras in multiple City locations. This funding will be allocated towards the first activities of the action plan that is developed as a result of the Network Study.</p>
Lead	IT Committee
Action Items to Implement Initiative	
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Design scope of services for the network study and issue Request for Bids to marketplace. <input checked="" type="checkbox"/> Collect bids from providers of services. <input checked="" type="checkbox"/> Evaluate bids received. <input checked="" type="checkbox"/> Initiate activities of the first phase of the network study and action plan development. 	
Anticipated Benefits	
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Improved network connectivity between City buildings. <input checked="" type="checkbox"/> Addition of the Library to the City's network will create opportunities for increased interoperability and efficiencies. <input checked="" type="checkbox"/> Increased efficiency for City staff using applications and systems that connect between City buildings and share information. 	
Potential Risks	
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Without appropriate analysis and planning, future growth of the application environment at the City may be hindered by network limitations. 	

U – Wireless Connectivity Within City Buildings									
Initiative Description									
<p>The purpose of this strategic initiative is to expand the availability of wireless connectivity to the internet and City network in City buildings. There is a desire from City users for this capability and functionality of future applications will be further leveraged with wireless connectivity within City buildings. An example is the further use of tablets and laptops without the need to be docked at a workstation.</p> <p>The preceding initiative to conduct a network study and develop an action plan will identify those areas in City buildings where existing wireless networks could be improved to deliver better performance. In addition to addressing these needs as they are discovered, this initiative is intended to address the need known at this time for wireless connectivity within the Library. Both public and private wireless connectivity is needed. It is anticipated that implementing this connectivity will occur following the completion of the transition of the Library to the City network.</p>									
Initiative Source Information									
Functional Area:		Technical							
Priority Ranking:		2 of 24							
Related Strategic Issue(s)									
T6	<p>Wireless connectivity within City buildings is limited. A public and private wireless network exists in City Hall/Community Center and the Fire Stations. Other City buildings either do not have a wireless network, or are only able to connect to the internet. This has been particularly problematic in the library, where there is a large demand from citizens for wireless connectivity.</p>								
Initiative Ranking									
City			BerryDunn						
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology					
 Medium	 High	 Low	 Easy	 Established					
Estimated Initiative Budget									
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost				
-	-	\$7,000	-	-	\$7,000				
Budget Description		<p>The budget estimate for this initiative is based on the known expansion of wireless connectivity that is needed in the Library. In order to implement this connectivity, the budget accounts for a domain controller and six wireless access points for a total estimated budget of \$7,000.</p>							
Lead		IT Committee							

U – Wireless Connectivity Within City Buildings	
Action Items to Implement Initiative	
<ul style="list-style-type: none"><input checked="" type="checkbox"/> Complete project to transition the Library to the City network.<input checked="" type="checkbox"/> Purchase and install wireless connection components.<input checked="" type="checkbox"/> Test newly installed components for performance.	
Anticipated Benefits	
<ul style="list-style-type: none"><input checked="" type="checkbox"/> City staff will have the ability to access current and future City applications via wireless connectivity using laptops or tablets.<input checked="" type="checkbox"/> Opportunities for public wireless access with improved infrastructure placement.	
Potential Risks	
<ul style="list-style-type: none"><input checked="" type="checkbox"/> Wireless connectivity should be achieved using devices that contain appropriate controls to maintain security of the public and private networks.	

L – Electronic Time Entry	
Initiative Description	
<p>The purpose of this initiative is to select and implement an application to support electronic time entry City-wide. In the current environment, all departments utilize non-networked time clocks, and the Police Department is using a manual, paper-based process to record employee time for sworn officers. While not related to payroll, there is a desire in the Fire Department to record the time spent by the volunteer fire-fighters.</p>	
<p>There are several vendors in the marketplace today that offer commercial off the shelf (COTS) applications to support electronic time entry. In order for the City to select a product that will most improve the current environment, BerryDunn recommends a phased approach. This approach follows best-practices in system selections that is also leveraged in other Strategic Initiatives of this Plan.</p>	
<p><u>Phase 1 Requirements Gathering:</u></p> <p>The City should begin by identifying the locations where electronic time clocks will be installed and analyze the existence of network connectivity at these locations. The City will then need to develop functional and technical requirements for the new system. The City should document the requirements in a structured format and develop the requirements based on industry standards. One source the City should consider for guidance when developing requirements is IEEE. IEEE has developed standards for documenting technical requirements (e.g., must be a complete sentence, must be able to stand on its own). The City should involve all stakeholders in the requirements gathering process and allow for multiple opportunities for review.</p>	
<p><u>Phase 2 Request for Proposal</u></p> <p>The City should develop a Request for Proposal (RFP) for the electronic time entry applications. The RFP should include the requirements developed by the City. In addition to the functional and technical requirements, the City should also include requirements for a structured project management and implementation approach by the vendor including a project plan and schedule and other planning documents such as a training, testing, and implementation plan. The City should offer a pre-bidders' conference as part of the procurement process which will allow vendors the opportunity to ask additional clarifying questions.</p>	
<p>Once the City has received the RFP responses from vendors, the proposals should be scored using a pre-determined scoring methodology. The proposals should be ranked to determine the vendors that will be asked to demonstrate their system to the City. The stakeholder group should be part of the evaluation process; however, scoring should be limited to four to seven city staff.</p>	
<p><u>Phase 3 System Evaluation and Selection</u></p> <p>Once the City has ranked the proposals, the top two to three vendors should be invited to demonstrate their proposed system for the City. The demonstration process should include a scripted demonstration agenda that requires vendors to demonstrate their systems based on the City business and technical requirements. A scripted demonstration approach will also allow the City to compare the vendors as they demonstrate similar business processes. The City's stakeholder group should be included in the demonstration process as well as other City staff that will use the future system. Scoring of the demonstrations should a similar scoring process used during the proposal scoring phase. At the completion of the demonstration process the City should conduct a second</p>	

L – Electronic Time Entry

round of scoring based on the results of the demonstrations that also includes the results of the scoring from the proposal review process.

Once the City has determined a preferred vendor based on the results of the scoring and evaluation process it will be important that the City conduct a thorough review of the vendors proposed contract. Reviewing critical contract terms and conditions including payment terms, license agreement, payment milestones and deliverables will be important to define to assist in mitigating some of the challenges that can occur during implementation.

Other Considerations:

There are other steps in a structured system procurement that the City may want to consider as this project is started. The City should follow their procurement rules when considering whether or not to include any of the steps below:

- Reference checks. Reference checks for the vendor and the proposed system can be a valuable tool to assist the City in further evaluating the system and vendor.
- Site Visits. Site visits, if feasible based on the City's timeline and budget can also assist in evaluating a system. A site visit to a location using the proposed software will provide the City's evaluation team an opportunity to see the system in use at a similar environment and allow city staff the opportunity to ask question related to implementation and business process issues.

Evaluating costs. The City's evaluation team can evaluate proposed system costs during the initial review of the proposal responses or wait and evaluate costs at the completion of the software demonstration process.

Initiative Source Information	
Functional Area:	Applications
Priority Ranking:	3 of 24
Related Strategic Issue(s)	
A3	The City does not have an application for electronic time entry. Due to a lack of a City-wide electronic time entry application, all City departments use non-networked time clocks to record time. An exception is the Police Department where a MS Excel spreadsheet is used. The use of non-networked time clocks creates inefficiencies with payroll processing, including several manual activities.

Initiative Ranking				
City		BerryDunn		
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology
 High	 High	 High	 Medium	 Leading Edge

L – Electronic Time Entry										
Estimated Initiative Budget										
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost					
\$100,000	\$100,000	-	-	-	\$200,000					
Budget Description	The budget estimate for this strategic initiative is based on the cost of software, hardware and professional services to implement an application to support electronic time entry. Hardware estimates include the network time clocks that will be implemented throughout the City and may vary based on the number and type of clocks that are selected. The budget for this project may be reduced depending on the number of time clocks and hardware purchased. It is anticipated that this initiative will begin in the first year of the plan (a six month time period) and be completed by the end of FY2013.									
Lead	Administration									
Action Items to Implement Initiative										
<input checked="" type="checkbox"/> Identify City stakeholders. <input checked="" type="checkbox"/> Document functional and technical requirements. <input checked="" type="checkbox"/> Develop a request for proposal. <input checked="" type="checkbox"/> Conduct a structured procurement evaluation process and select a system. <input checked="" type="checkbox"/> Negotiate a contract with the preferred vendor. <input checked="" type="checkbox"/> Implement the selected application.										
Anticipated Benefits										
<input checked="" type="checkbox"/> Increased efficiency related to payroll process and time entry tracking. <input checked="" type="checkbox"/> Reduction of the reliance on paper based time entry records. <input checked="" type="checkbox"/> Increased reporting capabilities related to time entry. <input checked="" type="checkbox"/> Potential reduction in data entry errors based on current process.										
Potential Risks										
<input checked="" type="checkbox"/> Network limitations may impede the ability for all City employees to use networked time clocks. <input checked="" type="checkbox"/> Adoption of using time clocks by all City staff will require change management processes to be employed throughout the implementation of the system.										

Q - Document Management System Needs Assessment

Initiative Description

The City has recognized the need to select and implement a document management system as capital funding has been planned totaling \$75,000 to purchase such a system. The purpose of this initiative is to engage an outside consulting firm to work with the City in determining the needs related to document management and create a plan of action for moving forward to address these needs.

There are five activities related to this Strategic Initiative, as described below.

- Create a City Project Team.** The City's project team should include representation from departments that will likely become heavy users of a future Document Management System. The team should also include technical resources from Sarpy County Information Systems.
- Select consulting firm to assist with the project.** A firm should be selected based on their knowledge and experience selecting similar systems for comparable organizations. This selection process should involve the development of a request for proposal by the project team, which is then released into the marketplace for responses. The project team will review responses and select a preferred firm.
- Document Current Environment.** The consulting firm that is retained should be tasked with documenting the current environment to understand how each City department is currently managing documents and identify areas for the greatest improvement.
- Research vendor offerings.** With an understanding of the current environment, the consulting firm should be tasked with researching vendor offerings to understand capabilities of document management systems, their ability to interface with other applications in the City, associated costs, and implementation approaches.
- Develop Action Plan.** With the capital budget amount of \$75,000 and an understanding of vendor offerings and their ability to improve the current environment in the City, the consulting firm and project team should work collaboratively to develop an Action Plan. Such an action plan will outline the steps and timeline for selecting and implementing a document management system in the City.

Initiative Source Information

Functional Area:	Applications
Priority Ranking:	4 of 24

Related Strategic Issue(s)

A12	The City does not have an enterprise-wide Document Management System. City users reported that several processes are in place to scan and electronically store critical documents; however, these documents are not indexed or managed for efficient retrieval. In addition, many departments are storing a large amount of paper documents.
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Q - Document Management System Needs Assessment										
Initiative Ranking										
City		BerryDunn								
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology						
 High	 High	 High	 Difficult		Leading Edge					
Estimated Initiative Budget										
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost					
\$10,000	<u>\$25,000</u>	<u>\$50,000</u>	-	-	\$85,000					
Budget Description	The City has previously budgeted capital funding of \$75,000 towards a Records and Agenda Management System, split over two years. An additional \$10,000 has been budgeted in the first year for the Needs Assessment to determine how the City should move forward with its strategy to implement a document management system. Capital funding was originally planned for FY2012 and FY2013 but is being pushed to FY2013 and FY2014 so that the Needs Assessment may occur in FY2012.									
Lead	Administration									
Action Items to Implement Initiative										
<input checked="" type="checkbox"/> Select a City Project Team. <input checked="" type="checkbox"/> Select a consulting firm to assist with the project. <input checked="" type="checkbox"/> Document current environment. <input checked="" type="checkbox"/> Research vendor offerings. <input checked="" type="checkbox"/> Develop Action Plan.										
Anticipated Benefits										
<input checked="" type="checkbox"/> Conducting an assessment will allow the City to increase the likelihood that a system is selected that meets the City's needs. <input checked="" type="checkbox"/> A reduction in the abundance of paper-based systems throughout the City coupled with the use of electronic media will create efficiencies for every City department. <input checked="" type="checkbox"/> Increased efficiency with computerized access to files. <input checked="" type="checkbox"/> Increased document security. <input checked="" type="checkbox"/> Improved compliance with current and future State and Federal regulations.										
Potential Risks										
<input checked="" type="checkbox"/> Limitations in network storage could impede the implementation of a DMS. <input checked="" type="checkbox"/> Limited user adoption of a DMS due to a lack of adequate change management. <input checked="" type="checkbox"/> Policies and procedures that do not clearly explain retention standards may create instances of a lack of compliance with current or future State standards.										

G – Workstation Replacement Schedule

Initiative Description

The purpose of this strategic initiative is to develop and secure funding for a City-wide workstation replacement schedule that will leverage standardized versions of Windows, Office and other workstation applications. The replacement schedule will include desktops and laptops as well as new tablets in the City.

The first step in this initiative is for workstation specifications to be developed. These should include both technical and application standards so that consistent and current version of applications will be used throughout the City. As new workstations replace those older ones in the City, progress will be made towards a standardized environment. An important consideration in the development of these standards is where dependencies exist for particular versions of operating systems by older applications in the City. For example, there may be an application that will not be supported using a Windows 7 operating system.

The workstation replacement schedule has been planned based on a useful life of four years for desktop and laptop computers. This lifecycle is at the further end of those used by similar organizations; however, it will represent a large improvement over the age of some workstations in place today. Typically, the useful life of a desktop computer is three to four years and two to three years for a laptop computer. Once a full cycle of replacements is complete, the City may determine whether this useful life should be shortened.

It is recommended that for the first cycle of replacements, the City determine where new workstations should be placed based on a variety of factors including support levels and volume of use. This decision should be made by the IT Committee. Best practice is for the oldest workstations to be replaced first; however, it is recognized that as the City undergoes the first replacement cycle multiple factors contribute to where newer workstations are most needed. Once a full replacement cycle is complete, it is recommended that best-practices are followed and going forward the older workstations in the City are replaced in future years.

An additional component of this Initiative is to purchase 12 tablets for use by the City Council as well as administrative staff (eight council members and four staff). It is anticipated that these tablets will be used for an application to manage meeting agenda and minutes maintenance as well as distributing additional meeting documents. Tablets are planned to be replaced on a four-year schedule.

Although this initiative only plans for 12 tablets to be purchased, it is recommended that the City consider increased use of tablets where it is beneficial to do so. As new or updated applications are implemented throughout the organization, expanded use that includes mobile computing may be promoted by the use of tablets. An example may be data collection in the field with a new or updated Community Development application.

Effectively implementing the use of tablets in the City will also require a documented strategy to be developed as there are unique considerations related to these types of devices. There may be some opportunities for City staff that perform remote or mobile business processes to move towards using a tablet on a regular basis as opposed to a desktop or laptop. The development of a tablet strategy will need to outline how the City will maintain security with these new devices and how they can help move the City further towards a paperless environment. It will also be important for the City to determine the applications that can be used on a tablet to improve business processes and reduce

G – Workstation Replacement Schedule

the reliance on desktop-based applications. As with other policies, procedures, and documentation it will be important that the strategy is developed collaboratively, effectively communicated throughout the organization, and regularly reviewed.

Initiative Source Information

Functional Area: Management and Operations, Applications and Technical

Priority Ranking: 5 of 24

Related Strategic Issue(s)

M3	The City does not follow a standard workstation replacement schedule. It was reported that workstations are purchased based on available funding and users are not aware of upcoming replacements. In addition, when newer workstations are purchased they do not replace the older workstations in the City. Instead, heavy users receive the new equipment first, leaving occasional users with the oldest workstations. As the City implements newer applications enterprise-wide requiring increased workstation performance, these older workstations will be increasingly difficult and costly to maintain in order to meet the needs of City users.
A4	The City is not utilizing standardized versions of Windows, Microsoft Office and other workstation applications. It was reported that City workstations use various versions of Windows (2000, XP and 7), Microsoft Office (2003 and 2007), Internet Explorer (5-8) and Adobe Acrobat. This has created interoperability challenges, such as when sharing MS Word and Excel documents. Supporting different versions of these programs can make troubleshooting, PC management, and overall maintenance difficult and costly.
T12	The shared-use workstation in Public Works is not meeting the needs of users. A single workstation has been set up in the Public Works break room to allow approximately 30 employees to check email and other perform other infrequent tasks, such as employee evaluations. This workstation has become outdated and users reported that its location is not ideal as they have to stand up to use it. This has resulted in some employees needing to travel to other City locations to use a City workstation.

Initiative Ranking

City		BerryDunn		
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology
 Critical	 High	 Medium	 Medium	 Established

Estimated Initiative Budget

FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost
\$73,500	\$55,000	\$55,000	\$73,000	\$55,000	\$311,000

G – Workstation Replacement Schedule	
Budget Description	The budget for this initiative is based on a replacement schedule of four years for the City's inventory of desktops, laptops and mobile data terminals. A replacement cost bundle of \$1,500 has been allocated for each desktop computer, \$2,500 for each laptop and mobile data terminal and \$2,000 for each tablet.
Lead	IT Committee
Action Items to Implement Initiative	
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Compile an updated inventory of applications in the City and the respective requirements for workstation environments. <input checked="" type="checkbox"/> Develop and continually update technology standards for PCs, laptops and tablets based on the City's application inventory. <input checked="" type="checkbox"/> Continually update replacement budget based on the addition of new computers in the City. 	
Anticipated Benefits	
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Bulk purchasing power of PCs and laptops. <input checked="" type="checkbox"/> Improved equipment standardization. <input checked="" type="checkbox"/> Assurance that all equipment will be supported by manufacturer. <input checked="" type="checkbox"/> Reduction in unexpected support and maintenance costs of aging equipment. <input checked="" type="checkbox"/> Increased security with utilization of latest operating systems and equipment. 	
Potential Risks	
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Planning specifications based on requirements caused by outdated applications will limit growth in the City to use current technologies. <input checked="" type="checkbox"/> Not standardizing workstations will decrease interoperability throughout the City. 	

I – Disaster Recovery and Business Continuity

Initiative Description

The City of La Vista currently does not have a formalized enterprise-wide Disaster Recovery or Business Continuity Plan. Both of these documents are critical for the City to effectively react and quickly resume operations in the event of a disaster. While plans exist in some City departments related to certain applications and business processes, a City-wide plan does not exist. The City has an obligation to its citizens and businesses to provide assurance that in the event of a disaster, the City will be capable of delivering services. Furthermore, there is an interest from City leadership to be able to provide information to citizens through a reverse-911 system.

This initiative may involve the efforts of a consulting firm to develop the plans. A firm should be selected based on their knowledge and experience developing similar plans for City governments. This selection process will involve the identification of a selection team and the development of a request for proposal by internal City resources, which is then released into the marketplace for responses. Based on the responses, the selection team will then create a short list of potential firms that will present to the City. Following the presentations, the preferred firm will be selected.

Once a firm is selected to assist in this initiative, a four phased approach should be utilized.

Phase 1: Risk Assessment

In collaboration with the hired consulting firm, a risk assessment should be conducted to determine which services will need to be provided in the event of a disaster, the priority of these services, and how quickly they need to be resumed following the event. Based upon this list, these services should be assessed as to how vulnerable they are in the event of a disaster.

Phase 2: Document Business Processes

Those business processes that are critical to the services that have been identified in Phase 1 as to be provided in the event of a disaster need to be documented. Many of these processes were likely documented as part of this Strategic Planning Project, and any that were not should be mapped as part of Phase 2. This mapping should consider how reverse-911 steps will be included.

Phase 3: Develop Plan

Based on the results of the risk assessment and the accompanying business process documentation, the Plan can be developed involving both internal resources and the consulting firm. The Plan should be very detailed indicating the timing and individuals who will carry out the various aspects of the Plan. The Plan should also determine how an off-site data backup or operations facility will be leveraged and how reverse-911 capability will be put in place to allow communication to citizens.

Phase 4: Regularly Test and Update Plan

In order to be best prepared for a disaster, the City needs to regularly test the procedures in its Disaster Recovery and Business Continuity Plan. This can involve simple to complex drills, but effort should be made to test each aspect of the Plan at least once a year. In addition, the process to update the Plan should take place annually.

I – Disaster Recovery and Business Continuity										
Initiative Source Information										
Functional Area:		Management and Operations and Technical								
Priority Ranking:		6 of 24								
Related Strategic Issue(s)										
M8	The City does not have an enterprise-wide Disaster Recovery and Business Continuity Plan. While plans exist for particular components or applications in place, an enterprise-wide plan for the City as a whole does not exist. The lack of a plan means that the City may not be able to serve its users and restore basic business operations following a catastrophic event.									
T2	The backup of critical City data could be improved. It was reported that most City server back-ups are taken offsite twice a month by an external contracted company, however a limited number are stored in the server room at City Hall. This may limit the City's ability to recover from an event that compromises the server room.									
Initiative Ranking										
City			BerryDunn							
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology						
 Critical	 Critical	 Medium	 Difficult	 Leading Edge						
Estimated Initiative Budget										
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost					
\$65,000	\$50,000**	\$50,000**	\$50,000**	\$50,000**	\$265,000					
Budget Description	A budget amount of \$15,000 has been planned in the first year of the plan to hire an outside firm to assist with the development of the Disaster Recovery and Business Continuity Plans and implement reverse-911 technology. **CIP funding of \$250,000 has been allocated towards IT Disaster Recovery. This includes \$50,000 in each of the five planned years. The additional budget amount of \$15,000 is to secure an outside firm to assist with the initiative and to implement reverse-911 technology.									
Lead	Administration									
Action Items to Implement Initiative										
<input checked="" type="checkbox"/> Engage a consultant to assist the City in developing the Plan. <input checked="" type="checkbox"/> Conduct risk assessment. <input checked="" type="checkbox"/> Document business processes. <input checked="" type="checkbox"/> Develop the Plan. <input checked="" type="checkbox"/> Continually update and practice the Plan.										

I – Disaster Recovery and Business Continuity	
Anticipated Benefits	
Potential Risks	
<input checked="" type="checkbox"/> Increased risk mitigation.	
<input checked="" type="checkbox"/> Improved business continuity.	
<input checked="" type="checkbox"/> Decreased downtime.	
<input checked="" type="checkbox"/> Preservation of critical data.	
<input checked="" type="checkbox"/> Improved unified communication to citizens with reverse-911.	
<input checked="" type="checkbox"/> A plan is developed that exceeds the needs of the City and as a result becomes too costly to adhere to.	
<input checked="" type="checkbox"/> Not testing and regularly updating the plan will cause it to become outdated and ineffective.	

E – Technology Training Policies and Procedures									
Initiative Description									
<p>The purpose of this strategic initiative is to develop updated policies and procedures related to technology training. Such documentation should address three type of training, as described below:</p> <ol style="list-style-type: none"> New-hire technology training. This type of training is part of the orientation process for all new hires to the City and includes both baseline technology training as well as training designed for the specific applications that are part of the new hire's role. On-going refresher technology training. This type of training is designed to deliver periodic updates to ensure that technologies in place in the City are being used to their full capabilities. Refresher training may be initiated as a result of a request from an employee, based on a pre-determined schedule, or based on an increased demand for support related to a particular piece of technology. Training during the implementation of new technologies. This type of training occurs during the implementation of new or updated technologies. It is designed to educate users of the increased or modified capabilities that the new or updated technology provides. <p>The development of the technology training policies and procedures should involve both members of Administration and Sarpy County Information Systems. A team should be selected to develop the documentation and status updates of progress should be communicated to the IT Committee and City Department Heads.</p> <p>As the policies and procedures are finalized, they should be communicated to all City employees as well as Sarpy County Information Systems. The documentation should also be posted on the City's intranet when possible.</p>									
Initiative Source Information									
Functional Area:		Management and Operations							
Priority Ranking:		7 of 24							
Related Strategic Issue(s)									
M9	<p>Technology training City-wide is limited. Multiple end users reported a lack of availability of training as new applications are deployed. When training has been offered in the past, classes are off-site, fill quickly, and reportedly conflict with the schedules of some City staff.</p>								
Initiative Ranking									
City			BerryDunn						
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology					
 Medium	 Medium	 Medium	 Medium	 Established					
Estimated Initiative Budget									
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost				
\$0	-	-	-	-	\$0				

E – Technology Training Policies and Procedures	
Budget Description	There is no budget estimate for this initiative as it is anticipated that internal resources will develop the policies and procedures. These resources will largely be from Administration with support from Sarpy IS.
Lead	Administration
Action Items to Implement Initiative	
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Identify a team to develop policy and procedure documentation. <input checked="" type="checkbox"/> Develop documentation for the three instances of training. <input checked="" type="checkbox"/> Communication training policies and procedures throughout the City. <input checked="" type="checkbox"/> Incorporate training activities into implementation plans of new technologies on an ongoing basis. 	
Anticipated Benefits	
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Increased standardization of user capabilities throughout the City. <input checked="" type="checkbox"/> Increased ability to provide effective support to an educated user base. <input checked="" type="checkbox"/> Effective training of new technologies will allow technical capabilities to be further leveraged. <input checked="" type="checkbox"/> Decreased opportunities for data loss or errors due to a lack of training. 	
Potential Risks	
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Not updated training policies and procedures based on new technologies and practices will cause the documentation to become outdated and ineffective. <input checked="" type="checkbox"/> Not providing refresher training on a frequent, regular basis will increase the work effort when these activities are offered. 	

T – Phone System Configuration	
Initiative Description	
<p>The purpose of this initiative is to adjust the configuration of the City's phone system to accommodate direct incoming dialing and provide appropriate employees with remote voicemail retrieval. The current configuration of the phone system does not provide each phone used with a means to be contacted directly which has reportedly created inefficiencies as all calls must be centrally received. It is the City's desire to maintain a central reception person for most incoming calls (as opposed to an automated receiving system); however, in some cases direct dialing can improve City operations. The City's phone system currently provides the ability to remotely retrieve voice mails; however, it was reported that some users desire this capability that currently do not have it.</p>	
<p>This initiative consists of five activities:</p> <ol style="list-style-type: none"> 1. Retain external resources to configure direct incoming dialing. The City's current phone provider is available to conduct this programming. 2. Determine which City users should be provided remote voicemail retrieval. There is a cost of providing users this capability and so the business decisions must be made of where this capability would be beneficial to be provided. 3. Add additional remote voicemail retrieval accounts. With the assistance of the City's phone provider, those additional accounts determined to be beneficial will be added. 4. Update City policies related to new phone system configurations. As the City does not wish to institute an automated receiving system for incoming calls and wishes to ensure all incoming calls are answered by a staff person, there may be a need to institute policies and procedures for when a direct incoming dialing phone number is given out instead of a centralized department phone number. 5. Train end users of new phone system capabilities. End users will need to be trained in new policies and procedures as well as in how to remotely retrieve voice mails so that the benefits of these new capabilities are fully realized. 	
Initiative Source Information	
Functional Area:	Technical
Priority Ranking:	8 of 24
Related Strategic Issue(s)	
T1	<p>The configuration of the City phone system can be improved. The City has implemented Voice over IP (VoIP) technology; however, it was reported that City employees do not have direct phone numbers. While the City does not wish to adopt a central automated switchboard, direct incoming dialing will improve efficiencies when reaching particular City employees. In addition, the City's phone system allows the ability to remotely retrieve voicemail messages through email. This capability is utilized by some employees but there is a demand for others to also have this capability.</p>

T – Phone System Configuration								
Initiative Ranking								
City		BerryDunn						
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology				
 High	 High	 Medium	 Medium	 Established				
Estimated Initiative Budget								
FY2012	FY2013	FY2014	FY2015	FY2016				
\$1,000	-	-	-	-				
Budget Description	The budget estimate for this initiative is for approximately 8-10 hours of programming time from the City's phone provider. If it is determined that the City needs to purchase additional remote voicemail retrieval accounts, this budget amount will increase. At this time, there are approximately 50 accounts with some that are not being utilized.							
Lead	Public Buildings and Grounds							
Action Items to Implement Initiative								
<input checked="" type="checkbox"/> Retain external resources to program direct incoming dialing. <input checked="" type="checkbox"/> Determine which City employees should be provided remote voicemail retrieval. <input checked="" type="checkbox"/> Add additional remote voicemail retrieval accounts. <input checked="" type="checkbox"/> Update City policies related to new phone system configurations. <input checked="" type="checkbox"/> Train end users of new phone system capabilities.								
Anticipated Benefits								
<input checked="" type="checkbox"/> Improved efficiencies by allowing some calls to be made directly to City employees. <input checked="" type="checkbox"/> Improved efficiencies by allowing voicemails to be retrieved remotely when employees are out of the office.								
Potential Risks								
<input checked="" type="checkbox"/> Despite policies and procedures, citizens may receive direct phone numbers that are not constantly monitored during business hours and may have to leave voicemails. <input checked="" type="checkbox"/> Support requests related to remote voicemail retrieval may increase.								

W – Expanded Capabilities of City Intranet

Initiative Description

The purpose of this strategic initiative is to complete development and launch the City's intranet. With an intranet currently in the initial stages of development, the City has an opportunity to implement a highly effective centralized information repository. Such a repository will enable Administration and department heads to maintain a single source of current information. An intranet will also be a particularly valuable tool during this Strategic Technology Planning project. Many organizations that undergo similar projects use their intranets to post project progress and tracking information so stakeholders are continually apprised the information they need.

In addition to containing important information, an intranet can be used as a launch pad for future applications the City may implement. For example, if an employee wishes to update benefit information, a link to a future application with employee self-service can be placed in a clear place on an intranet page. Similar examples will exist with work order requests and training requests. In other organizations this is a helpful way to provide occasional users the access they need in specific applications.

In order for the City to realize the benefit of a fully-developed intranet, the following activities should take place as the intranet is completed and launched:

1. Research peer organizations' intranets to understand effective methods that are in place and lessons learned during launch;
2. Confirm site map of intranet with key stakeholders (i.e., the IT Committee);
3. Communicate progress of intranet development to end users;
4. Train end users on how to access intranet upon its launch; and
5. Provide a method to request feedback on the City intranet.

Initiative Source Information

Functional Area:	Technical
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Priority Ranking:	9 of 24
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Related Strategic Issue(s)

T11	The City's intranet is not fully developed or used by all employees. It was reported that a project to implement a City intranet has begun, but is in initial stages of development. The lack of an operational City-wide intranet limits employees' ability to communicate and view documents and announcements in a centralized location.
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Initiative Ranking

City		BerryDunn		
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology
 Medium	 Medium	 Medium	 Medium	 Leading Edge

W – Expanded Capabilities of City Intranet										
Estimated Initiative Budget										
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost					
\$0	-	-	-	-	\$0					
Budget Description	It is anticipated that this initiative can be completed by internal resources without the need to purchase any additional software.									
Lead	Administration									
Action Items to Implement Initiative										
<input checked="" type="checkbox"/> Research peer organizations' intranets to understand effective methods that are in place and lessons learned during launch. <input checked="" type="checkbox"/> Confirm site map of intranet with key stakeholders. <input checked="" type="checkbox"/> Communicate progress of intranet development to end users. <input checked="" type="checkbox"/> Train end users on how to access intranet upon its launch. <input checked="" type="checkbox"/> Provide a method to request feedback on the City intranet.										
Anticipated Benefits										
<input checked="" type="checkbox"/> Increased access to information. <input checked="" type="checkbox"/> Increased efficiencies for City staff accessing and sharing documents. <input checked="" type="checkbox"/> Potential future integration with applications including a document management system.										
Potential Risks										
<input checked="" type="checkbox"/> Not updated information on the intranet in a timely fashion will cause it to be ineffective and will promote workarounds and inefficient data sharing processes. <input checked="" type="checkbox"/> Limitations of remote access to information on the intranet will promote workarounds and inefficient data sharing processes.										

R – Recreation Department Needs Assessment					
Initiative Description					
<p>The purpose of this initiative is to conduct a Needs Assessment of the application in place in the Recreation Department. MemberTrac by Vermont Systems is currently used, however users reported that either limitations exist or that the application may not currently be used to optimize department business processes. As there are likely a variety of potential options to improve the way the application supports business processes in the Recreation Department, this initiative will consist of analyzing these options and determine an action plan to improve operations in the department.</p>					
<p>There are four activities related to this Strategic Initiative, as described below.</p> <ol style="list-style-type: none"> 1. Create a City Project Team. The City's project team should include representation from Recreation and Administration. The team should also include technical resources from Sarpy County Information Systems. 2. Document Current Environment. The project team should document the current environment to understand how the department currently completes its business processes and how MemberTrac is used. Limitations where manual and paper-based processes are used should be documented. 3. Research vendor offerings. With an understanding of the current environment, the project team should research Vermont Systems' offerings to understand capabilities of their applications. In addition, comparable applications should also be researched. This research should consist of application functionality, the ability to interface with other applications in the City, associated costs, and implementation approaches. 4. Develop Action Plan. With an understanding of vendor offerings and their ability to improve the current environment in the City, the project team should work to develop an Action Plan. Such an action plan will outline the steps and timeline for improving the current environment in the Recreation Department. 					
Initiative Source Information					
<table border="1"> <tr> <td>Functional Area:</td><td>Applications</td></tr> <tr> <td>Priority Ranking:</td><td>10 of 24</td></tr> </table>		Functional Area:	Applications	Priority Ranking:	10 of 24
Functional Area:	Applications				
Priority Ranking:	10 of 24				
Related Strategic Issue(s)					
A8	The Recreation Department does not utilize a program management application. While the Recreation Department is using MemberTrac to maintain a listing of the Department's customers, a centralized application to manage programs is not in place. As a result, planning for programs and accepting reservations and payments is all managed with a manual, paper-based process.				

R – Recreation Department Needs Assessment								
Initiative Ranking								
City		BerryDunn						
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology				
 Medium	 Medium	 Medium	 Difficult	 Leading Edge				
Estimated Initiative Budget								
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost			
\$0	-	-	-	-	\$0			
Budget Description	There is no budget estimate for this initiative as it is anticipated that internal resources will complete the needs assessment.							
Lead	Recreation Department							
Action Items to Implement Initiative								
<input checked="" type="checkbox"/> Create a City Project Team. <input checked="" type="checkbox"/> Document Current Environment. <input checked="" type="checkbox"/> Research vendor offerings. <input checked="" type="checkbox"/> Develop Action Plan.								
Anticipated Benefits								
<input checked="" type="checkbox"/> Increased ability to provide e-Government services to citizens. <input checked="" type="checkbox"/> Increased ability to automate Recreation Department business processes. <input checked="" type="checkbox"/> Improved controls related to cash management.								
Potential Risks								
<input checked="" type="checkbox"/> Limitations in network and wireless connectivity may impede the use of some current marketplace application functionality. <input checked="" type="checkbox"/> Selecting a replacement application based on outdated business processes may limit the benefits from a current marketplace application from being realized.								

M – Expand Use of Work Order Management System	
Initiative Description	
<p>La Vista currently uses Landport for work order management. It was reported that although the City has access to a sufficient number of user accounts in Landport for every department to utilize the application, currently some departments do not. The existence of other methods being used related to work orders creates inefficiencies and ultimately creates opportunities for delays in responsiveness to responding to requests.</p> <p>The purpose of this initiative is to expand the use of Landport in the City so that all departments are utilizing the applications. As with the expansion of most applications, there are five areas of consideration:</p> <ol style="list-style-type: none"> 1. Conduct Utilization Analysis. The first step to expanding the use of Landport should be to analyze which departments are currently utilizing the application, which could be better utilizing it, and which are not utilizing it at all. This is an important first step as additional configuration, connectivity, training and business process redesign activities will focus on those departments that either do not utilize the application or could be using it more effectively. 2. Configuration of User Accounts. The City reported that they currently are able to secure sufficient user accounts to allow all departments to have access to Landport at no additional cost. User accounts will still need to be setup, and roles should be configured in alignment with the job responsibilities of the respective employees. 3. Connectivity. As Landport is an application the City accesses via the web, connectivity challenges are limited to those areas where a connection to the internet does not exist, or where this connection does not deliver adequate performance. 4. Training. It is likely that in La Vista some training related to Landport will be “refresher” training and some training will be for users who are completely new to the application. This training will also vary by user role, such that some employees will be trained in work order entry, and others (such as in Buildings and Grounds) will receive more in-depth training in how to manage work orders in the application. 5. Business Process Redesign. With all work orders entered in a central application, opportunities to streamline operations should be considered during this business process redesign. These improvements will be seen greatest in departments that currently do not leverage LandPort to a high level. 	
Initiative Source Information	
Functional Area:	Applications
Priority Ranking:	11 of 24
Related Strategic Issue(s)	
A5	<p>The Public Works Department does not utilize a Work Order and Asset Tracking application. While it was reported that an application is planned to be implemented, currently a Work Order and Asset Tracking system is not utilized in Public Works. This has resulted in a large amount of paper documentation as well as MS Excel and MS Access tracking spreadsheets and databases. The Department is not utilizing the LandPort application used by other City departments.</p>

M – Expand Use of Work Order Management System										
Initiative Ranking										
City		BerryDunn								
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology						
 Medium	 Medium	 High	 Easy		Established					
Estimated Initiative Budget										
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost					
-	\$0	-	-	-	\$0					
Budget Description	There is no funding allocated towards this initiative as it was reported that the City has sufficient accounts under the current licensing agreement to accommodate City users that will use Landport. The City is also planning to manage any additional training with internal resources. If it is determined that a large amount of "refresher" training is needed beyond what internal resources can accommodate, funding may need to be allocated for vendor training.									
Lead	Public Buildings and Grounds									
Action Items to Implement Initiative										
<input checked="" type="checkbox"/> Conduct utilization analysis to determine the detailed levels of usage of Landport <input checked="" type="checkbox"/> Configure user licenses to include new licenses or adjustments based on the roles of City users <input checked="" type="checkbox"/> Analyze connectivity at locations where Landport will be used to ensure adequate performance <input checked="" type="checkbox"/> Conduct training respective to specific roles of users <input checked="" type="checkbox"/> Redesign business processes to fully leverage the Landport application in departments										
Anticipated Benefits										
<input checked="" type="checkbox"/> Increased centralization of data. <input checked="" type="checkbox"/> Improved efficiencies for those responding to work order requests. <input checked="" type="checkbox"/> Increased utilization of an application currently in place in the City.										
Potential Risks										
<input checked="" type="checkbox"/> Connectivity limitations may impede the ability to use the application to centrally manage work orders. <input checked="" type="checkbox"/> Support calls may initially increase due to the expanded use of the application. <input checked="" type="checkbox"/> Initial training demand may increase due to the expanded use of the application.										

O – Expand Use of Microsoft Outlook	
Initiative Description	
<p>The purpose of this initiative is to expand La Vista's use of Microsoft Outlook to include enterprise-wide calendaring and email archiving. As the City currently uses MS Exchange 2010, as managed by Sarpy County Information Systems, capabilities are available to support these two components of new functionality. It is recognized that MS Exchange may not offer the robust archiving capabilities of dedicated applications; however, due to current legislative mandates, there are no specific compliance requirements necessitating such a dedicated application at this time.</p> <p>As the City currently uses an Exchange 2010 server, the majority of work effort related to this initiative involves business decisions, configuration, and training. Configuration will mostly be related to email archiving, and to a lesser extent calendaring based on the business decisions that are made for both of these capabilities. It is anticipated that Sarpy County Information Systems will configure email archiving and initial calendar setup.</p> <p>One of the common limitations of Outlook's ability to archive emails that is reported is that due to the way emails are stored, the need for network storage will greatly increase. This is an important consideration for La Vista and Sarpy IS should analyze the City's potential future storage needs as archiving policies are developed.</p> <p>A large level of training will be needed as users are introduced to this new functionality utilized in MS Outlook. Depending on the business process decisions made related to email archiving, users may need to be trained in specific steps to ensure emails are adequately stored. It is also possible that it is decided to setup email archiving in a highly automated way and users will not need to perform specific steps. Training for calendaring in MS Outlook should leverage the several web-based tutorials offered by Microsoft. If additional training is needed, this should be coordinated between Sarpy IS and Administration in the City.</p>	
Initiative Source Information	
Functional Area:	Applications and Technical
Priority Ranking:	12 of 24
Related Strategic Issue(s)	
A10	The City is not widely using an enterprise-wide calendar or meeting scheduling application. It was reported that the absentee calendar currently in place in the City is not meeting the needs of the employees as it is not always current and only lists conflicts of when employees are out of the office for entire days. There is a desire from employees to have a system to view the individual, daily calendars of employees for the purpose of scheduling meetings.
T5	The City is not archiving email. The City is using MS Exchange 2010 which has built in capabilities related to email archiving; however, it is not being utilized. Not archiving City-wide email will likely create challenges in the event of a Freedom of Information Act (FOIA) request or if a system recovery is needed.

O – Expand Use of Microsoft Outlook										
Initiative Ranking										
City		BerryDunn								
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology						
 High	 Medium	 High	 Medium	 Established						
Estimated Initiative Budget										
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost					
-	\$0	-	-	-	\$0					
Budget Description	There is no funding as part of this initiative because the City currently has access to enough Exchange access licenses so that a sufficient number of La Vista employees may use the calendar funding in MS Outlook. In addition, as the City is utilizing MS Exchange 2010 currently, no additional funding is needed to upgrade the server leverage archiving capability in that version.									
Lead	IT Committee									
Action Items to Implement Initiative										
<input checked="" type="checkbox"/> Plan network storage expansions that may be necessary. <input checked="" type="checkbox"/> Configure the MS Exchange server to accommodate City-wide calendaring and email archiving. <input checked="" type="checkbox"/> Develop documented policies and procedures related to email archiving. <input checked="" type="checkbox"/> Train end users in new functionality of MS Outlook in accordance with City policies and procedures.										
Anticipated Benefits										
<input checked="" type="checkbox"/> Increased efficiencies through the use of City-wide calendaring. <input checked="" type="checkbox"/> Improved ability to management meeting rooms with a centralized view of availability. <input checked="" type="checkbox"/> Increased ability to backup critical City-wide emails. <input checked="" type="checkbox"/> Increased ability to comply with current or future email retention standards.										
Potential Risks										
<input checked="" type="checkbox"/> The City may require a large increase in storage capacity resulting in additional cost and effort by Sarpy IS. <input checked="" type="checkbox"/> Backup and file recovery effort may increase due to the increased level of emails that are archived.										

F – Expanded IT Policies and Procedures

Initiative Description

The City of La Vista recognizes the importance of documented policies and procedures and has made efforts in recent years to develop this documentation. Cases still exist of policies that although are generally standardized or are not documented. Cases also exist of where documentation may be either outdated or is not communicated to end users.

BerryDunn recommends that the City identify sources of reference as they develop policies and procedures. These may include standard bodies of knowledge, professional organizations and comparative municipalities. One potential source of guidelines and standards is the Information Technology Infrastructure Library (ITIL) which publishes a large amount of information on which to base policies. Utilizing a source such as this will improve the City's ability to establish policies that are in line with industry standards.

As the City develops new or updated documented policies and procedures it will be important that they receive the proper input and in some cases approval from the employees they affect. Effective communication related to new policies will be an important factor in increasing end user buy-in and adoption.

This initiative is to develop new or updated policies and procedures related to the management of technology at the City. The policies and procedures should address topics such as security, social media and credit card acceptance. Many of these topics are addressed as part of other specific projects in this plan; however at a minimum, this project should address the development of the following policies and procedures:

1. A Security Policy that is updated based on the City's current technology environment.
2. The Social Media Policy should be approved and communicated to end users.
3. The Credit Card Acceptance Policy should be further communicated to end users.

Each of these three policy and procedure documents currently exist in varying levels of completion. In the case of social media, the policy is awaiting final approval before it is put in place. And with credit card acceptance, a City-wide policy exists along with specific department-level procedures. It was reported that in some cases end users are not aware of these specific policies. This demonstrates the importance of communication as these policies are developed, put in place, and modified in the future. The launch of the City's intranet will be a valuable tool in communicating the status and substance of each new or modified policy and procedure document.

Initiative Source Information

Functional Area:	Management and Operations, Applications and Technical
Priority Ranking:	13 of 24

Related Strategic Issue(s)

M6	A City-wide social media policy is not in place. It was reported that La Vista has begun to explore and utilize social media for providing information to citizens. A documented policy has been developed but not yet approved and put in place that will guide how information postings will be managed, and how citizens will be able to communicate with the City through these channels.
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F – Expanded IT Policies and Procedures										
M11	<p>The City does not have an enterprise-wide Security Policy. It was reported that inconsistencies exist with the way computer security is managed as it relates to end-users. For example, a password policy does not exist to determine how password strengths will be defined, and how frequently passwords will be changed.</p>									
A11	<p>The City-wide credit card acceptance policy can be expanded and updated. A City-wide credit card policy exists as well as more detailed department-level procedures. Awareness of these procedures varied among City employees, and it was reported that there is a demand for expanded credit card acceptance as well as online payment acceptance in multiple departments.</p>									
Initiative Ranking										
City		BerryDunn								
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology						
 High	 Medium	 Medium	 Medium	 Established						
Estimated Initiative Budget										
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost					
-	\$0	-	-	-	\$0					
Budget Description	There is no budget amount planned for this initiative as it is anticipated that internal resources will develop the new or updated policies and procedures.									
Lead	Administration									
Action Items to Implement Initiative										
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Identify City resources to develop documentation. <input checked="" type="checkbox"/> Gather existing documentation. <input checked="" type="checkbox"/> Conduct research as needed related to policies and procedures. <input checked="" type="checkbox"/> Implement and communicate policies and procedures. <input checked="" type="checkbox"/> Regularly review documentation. 										
Anticipated Benefits										
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Increased standardization in City business processes. <input checked="" type="checkbox"/> Increased risk mitigation by following approved policies and procedures. 										
Potential Risks										
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Not updating and communicating policy and procedure documents will cause them to be outdated or not followed and ineffective. 										

A – Charter and Governance for IT Committee	
Initiative Description	
<p>The purpose of this initiative is to develop a charter and governance process for the IT Committee which will describe the involvement of the committee in project selection and management. The City of La Vista should be commended for their efforts to establish a committee with comprehensive representation from all City departments. With a strong committee in place, the City is well positioned to develop appropriate documentation to enable the committee to manage IT projects in a highly effective manner.</p>	
<p>The development of the charter and governance process should be lead by two to three individuals within the IT Committee with active involvement of all members. Communications to Department Heads should be made on a regular basis to update these stakeholders on the progress of development.</p>	
<p>In the current environment at the City, the IT Committee does not have an appropriate set of information technology Project Management tools or an agreed upon methodology to track the status of IT projects. To increase the likelihood of project success, it is important that projects are tracked and reported on to measure progress against key project milestones or metrics. Failure to track, plan and report on projects increases the likelihood that projects will not achieve desired results and will ultimately lead to failed projects.</p>	
<p>BerryDunn recommends that the IT Committee develop a standard set of project management tools to track projects, assist in planning for resource needs, and facilitate the overall prioritization process. Many organizations struggle with tracking projects which often leads to initiating more projects than can be supported. With a standard set of project management tools for project tracking, resource planning, and reporting, the IT Committee will be able to better plan and manage projects. Many organizations have moved towards using a centrally managed project management and tracking tool such as MS SharePoint to track the status, risks and issues and overall progress made on projects.</p>	
<p>As part of the first phase developing overall project management standards, BerryDunn recommends that the City first develop and implement standard tools to use in project management. These tools should include, but not be limited to, standard project plan template, project status reporting tool, the metrics that will be measured on each project to gauge overall project health, quality assurance processes, and project closeout procedures. Once these tools and templates have been developed and agreed upon, the City can begin to develop a process for selecting and prioritizing projects.</p>	
<p>The City will soon have numerous IT projects in progress. The City's IT Committee will be responsible for managing, overseeing, and ensuring the success of all IT projects. In addition, a methodology for selecting and prioritizing projects does not exist. BerryDunn recommends that the IT Committee develop a methodology for selecting and prioritizing IT projects. At a minimum, BerryDunn recommends that projects be selected and prioritized based on overall return on investment to the City, funding and resource needs, overall benefit to the City, and other projects in progress and the ability for the City to dedicate appropriate resources to the project to increase the likelihood of success.</p>	
<p>BerryDunn recommends that the IT Committee develop a formal reporting structure for all projects. The reporting process should include a standard status report template, identification of standard metrics that will be reported on, reporting frequency, and the audience (in addition to the IT Committee) that will receive the report.</p>	

A – Charter and Governance for IT Committee					
Initiative Source Information					
Functional Area:	Management and Operations				
Priority Ranking:	14 of 24				
Related Strategic Issue(s)					
M1	The City's IT Committee does not have a documented charter or governance process to formalize IT decision making. The City has established an IT Committee with representation from each City department as well as Sarpy County. The Committee meets every other month; however there is not a documented process for how the Committee will make IT related decisions related to project prioritization, technology purchases and others.				
Initiative Ranking					
City		BerryDunn			
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology	
 Medium	 Medium	 High	 Medium	 Bleeding Edge	
Estimated Initiative Budget					
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost
-	\$0	-	-	-	\$0
Budget Description		A budget has not been allocated for this initiative as it is anticipated that it will be completed by internal resources.			
Lead		IT Committee			
Action Items to Implement Initiative					
<input checked="" type="checkbox"/> Document policies and procedures for selecting, prioritizing, and managing IT projects. <input checked="" type="checkbox"/> Communicate and train IT Committee staff on policies related to IT project management. <input checked="" type="checkbox"/> Obtain project management certifications for appropriate staff.					
Anticipated Benefits					
<input checked="" type="checkbox"/> Increased planning, prioritization and selection of IT related projects will increase the likelihood of appropriate level of IT support for projects. <input checked="" type="checkbox"/> Increased likelihood of project success. <input checked="" type="checkbox"/> Greater project forecasting related to budgeting and IT resources for upcoming projects.					
Potential Risks					
<input checked="" type="checkbox"/> Not following best practices related to project management will increase the opportunities of project risks and issues.					

J – Replace Financial Management System

Initiative Description

The City has recognized the need to select and implement a replacement financial management system (FMS). Capital funding has been planned in the amount of \$135,000. This project should be undertaken with consideration of other replacement systems planned in the coming years to promote a highly integrated future systems environment.

This initiative may involve the efforts of a consulting firm for assistance. A firm should be selected based on their knowledge and experience selecting similar applications for comparable organizations. This selection process will involve the identification of a selection team and the development of a request for proposal by internal resources, which is then released into the marketplace for responses. Based on the responses, the selection team will then create a short list of potential firms that will present to the City. Following the presentations, the preferred firm will be selected.

As described in other projects in this plan, BerryDunn recommends a structured approach to the procurement process. BerryDunn recommends the City follows the steps outlined below:

Phase 1 Requirements Gathering.

The City should begin by identifying the departments that would be heavy users of a FMS and include those departments as stakeholders in the requirements gathering process. The City will then need to develop functional and technical requirements for the new system. The City should document the requirements in a structured format and develop the requirements based on industry standards. One source the City should consider for guidance when developing requirements is IEEE. The City should involve all stakeholders in the requirements gathering process and allow for multiple opportunities for review.

Phase 2 Request for Proposal.

The City should develop a Request for Proposal (RFP) for the FMS. The RFP should include the requirements developed by the City. In addition to the functional and technical requirements developed by the City, the City should also include requirements for a structured project management and implementation approach by the vendor including a project plan and schedule and other planning documents such as a training, testing, and implementation plan. The City should offer a pre-bidders conference as part of the procurement process which will allow vendors the opportunity to ask additional clarifying questions.

Once the City has received the RFP responses from vendors, the proposals should be scored using a pre-determined scoring methodology. The proposals should be ranked to determine the vendors that will be asked to demonstrate their system to the City. The stakeholder group should be part of the evaluation process; however, scoring should be limited to four to seven City staff.

Phase 3 System Evaluation and Selection

Once the City has ranked the proposals, the top two to three vendors should be invited to demonstrate their proposed system for the City. The demonstration process should include a scripted demonstration agenda that requires vendors to demonstrate their systems based on the City business and technical requirements. A scripted demonstration approach will also allow the City to compare the vendors as they demonstrate similar business processes. The City's stakeholder group

J – Replace Financial Management System

should be included in the demonstration process as well as other city staff that will use the future system. Scoring of the demonstrations should a similar scoring process used during the proposal scoring phase. At the completion of the demonstration process, the City should conduct a second round of scoring based on the results of the demonstrations that also includes the results of the scoring from the proposal review process.

Once the City has determined a preferred vendor based on the results of the scoring and evaluation process, it will be important that the City conduct a thorough review of the vendor's proposed contract. Reviewing critical contract terms and conditions including payment terms, license agreement, payment milestones and deliverables will be important to define to assist in mitigating some of the challenges that can occur during implementation.

Other Considerations:

There are other steps in a structured system procurement that the City may want to consider as this project is started. The City should follow their procurement rules when considering whether or not to include any of the steps below:

1. Reference checks for the vendor and the proposed system can be a valuable tool to assist the City in further evaluating the system and vendor.
2. Site visits, if feasible based on the City's timeline and budget can also assist in evaluating a system. A site visit to a location using the proposed software will provide the City's evaluation team an opportunity to see the system in use at a similar environment and allow city staff the opportunity to ask question related to implementation and business process issues.
3. The City's evaluation team can evaluate proposed system costs during the initial review of the proposal responses or wait and evaluate costs at the completion of the software demonstration process.
4. The City should consider using external resources familiar with financial management systems to assist in the requirements definition and system evaluation and selection process.

Initiative Source Information

Functional Area:	Management and Operations and Applications
Priority Ranking:	15 of 24

Related Strategic Issue(s)

M7	Cash is collected at Recreation locations where internal controls could be improved. It was reported that the Recreation Department collects cash in multiple locations during activities, such as on the bus and at the pool. In the case of the pool, this can be in excess of \$300 in a day. Currently the cash is collected without the issuance of a receipt and is stored in a cash box until a daily deposit. The lack of a receipting system presents a potential risk of a loss of cash that is collected.
A1	The financial management system in place in the City reportedly provides limited functionality to support City business process. For example, limitations exist with human resources (HR) functionality, the capital budgeting process and miscellaneous billing functionality. In the case of HR, tracking capabilities for training, certifications, and FMLA do not exist. This has resulted in some HR files being stored at the department level. In addition, the system does not allow full remote access connectivity, workflow is not available and reporting is limited.

J – Replace Financial Management System								
Initiative Ranking								
City		BerryDunn						
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology				
 High	 High	 Medium	 Difficult	 Established				
Estimated Initiative Budget								
FY2012	FY2013	FY2014	FY2015	FY2016				
-	\$115,000	<u>\$135,000**</u>	-	-				
Budget Description	The budget estimate is based on the cost to purchase software licensing and implementation services to implement a financial management system. The total budget of \$250,000 is split between FY2013 and FY2014, with a larger portion of work effort planned to be completed in FY2013. As capital funding has been allocated in the amount of \$135,000, additional funding needed for this initiative totals \$115,000. The capital funding was planned for FY2015 and FY2016; however, based on the ranking of this initiative, that funding will need to be transferred to earlier years.							
Lead	Administration							
Action Items to Implement Initiative								
<input checked="" type="checkbox"/> Identify a City Project Team. <input checked="" type="checkbox"/> Retain an external consulting firm. <input checked="" type="checkbox"/> Document system requirements. <input checked="" type="checkbox"/> Develop and issue a Request for Proposal. <input checked="" type="checkbox"/> Evaluate proposals and select a system. <input checked="" type="checkbox"/> Employ project management best practices throughout system implementation.								
Anticipated Benefits								
<input checked="" type="checkbox"/> Reduce reliance on inefficient or outdated systems. <input checked="" type="checkbox"/> Reduce redundant data entry. <input checked="" type="checkbox"/> Improve efficiency and streamline internal processes. <input checked="" type="checkbox"/> Reduce risks to the County associated with using outdated applications. <input checked="" type="checkbox"/> Increased ability for budget and revenue forecasting. <input checked="" type="checkbox"/> Executive dashboards and reporting. <input checked="" type="checkbox"/> Integrated system will provide for enterprise wide view of data and information. <input checked="" type="checkbox"/> Reduce reliance on paper copies of documents. <input checked="" type="checkbox"/> Increased reliability of financial data.								

J – Replace Financial Management System

Potential Risks

- Implementation of a new system follows current business processes without leverage opportunities to streamlined process for improved efficiencies.
- Integration points with other systems are not adequately planned for and limit data sharing and efficiencies.

B – Support Service Level Agreements

Initiative Description

The purpose of this initiative is for the City and Sarpy County Information Systems to work together to develop updated and expanded service level agreements (SLA) to document how support will be delivered by Sarpy IS to La Vista users.

The SLAs that are developed should include the following components:

- Definitions of four types of events: service request, incident, problem and change request;
- Guaranteed response times and durations to each type of event;
- Definitions of service levels for various users: platinum, gold, silver, etc.;
- Guaranteed response times and durations to each service level;
- Available hours that support will be provided;
- Processes for working with vendors of commercial applications and outside services;
- A listing of the technologies that will be supported; and
- How changes to the SLA will be managed.

The development of SLAs should involve multiple resources from different levels in each organization. It is equally important to understand the needs of the end-user as it is to understand the capabilities of the support resources. Based on how these align, the need for additional training either for the end-user or for the support resources may be needed. Initially, the City and Sarpy IS should plan for three to four resources tasked with the development of the SLA. Additional individuals should be consulted during the development in order to gather a wide variety of perspectives.

Initiative Source Information

Functional Area:	Management and Operations
Priority Ranking:	16 of 24

Related Strategic Issue(s)

M2	A documented plan does not exist for how Sarpy County IT resources will be involved in City IT project management. The City receives support from Sarpy County under an inter-local agreement that ensures daily technology support will be provided. County resources are also involved in the current level of ongoing projects in La Vista. The agreement does not describe how the City will receive project management and technical support from County resources on a larger scale, such as with the larger volume of projects resulting from the Strategic Planning Project.
M10	Support channels for specialized, department-specific applications are not documented. It was reported that in the case of specialized applications in use in a few departments, support provided by Sarpy County is not consistent. In instances where a specialized knowledgebase is needed to support these applications, a procedure for receiving this support from another source, such as the vendor, does not exist. This has resulted in an inefficient troubleshooting process by the County and cases of extended downtime.
M12	Help Desk response outside of regular business hours is not meeting the needs of some City departments. It was reported that in some City departments, such as in Public Safety, support from Sarpy County during evenings and weekends could be improved. When there is a system outage, it may wait until the next morning, or the next business day. The inter-local Agreement between the City and County does not clearly describe this type of support.

B – Support Service Level Agreements								
Initiative Ranking								
City		BerryDunn						
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology				
								
Estimated Initiative Budget								
FY2012	FY2013	FY2014	FY2015	FY2016				
-	\$0	-	-	-				
Budget Description	A dollar amount has not been budgeted for this initiative because it will be completed entirely by internal resources between the City and Sarpy County Information Systems.							
Lead	IT Committee							
Action Items to Implement Initiative								
<input checked="" type="checkbox"/> Identify two to three individuals to be responsible for developing the SLA. <input checked="" type="checkbox"/> Collect all existing SLAs. <input checked="" type="checkbox"/> Create a listing of all service needs that the organization has. <input checked="" type="checkbox"/> Define service response times and durations based on type of event. <input checked="" type="checkbox"/> Define service response times and durations based on service level. <input checked="" type="checkbox"/> Regularly update SLA.								
Anticipated Benefits								
<input checked="" type="checkbox"/> Increased assurance that mission critical technologies will be given priority of support. <input checked="" type="checkbox"/> Improved efficiency with responsiveness to support requests. <input checked="" type="checkbox"/> Increased resolution rate of support requests. <input checked="" type="checkbox"/> Improved user satisfaction.								
Potential Risks								
<input checked="" type="checkbox"/> SLAs are not regularly updated causing them to be outdated and ineffective.								

N – Community Development Needs Assessment

Initiative Description

The purpose of this initiative is to conduct a Needs Assessment of the application in place in the Community Development Department. BluePrince is currently used, however users reported that either limitations exist or that the application may not currently be used to optimize department business processes. As there are likely a variety of potential options to improve the way the application supports business processes in the department, this initiative will consist of analyzing these options and determine an action plan to improve operations in the department.

There are four activities related to this Strategic Initiative, as described below.

- 1. Create a City Project Team.** The City's project team should include representation from Community Development and Administration. The team should also include technical resources from Sarpy County Information Systems.
- 2. Document Current Environment.** The project team should document the current environment to understand how the department currently completes its business processes and how BluePrince is used. Limitations where manual and paper-based processes are used should be documented.
- 3. Research vendor offerings.** With an understanding of the current environment, the project team should research BluePrince's offerings to understand capabilities of their applications. In addition, comparable applications should also be researched. This research should consist of application functionality, the ability to interface with other applications in the City, associated costs, and implementation approaches.
- 4. Develop Action Plan.** With an understanding of vendor offerings and their ability to improve the current environment in the City, the project team should work to develop an Action Plan. Such an action plan will outline the steps and timeline for improving the current environment in the Community Development Department.

Initiative Source Information

Functional Area:	Applications
Priority Ranking:	17 of 24

Related Strategic Issue(s)

A6	The City is not utilizing an application to manage business licenses. The management of business licenses is currently largely support by MS Access due to limitations in the BluePrince application used in Community Development. The lack of a tool to manage this process has created inefficiencies in the department, a need for a large amount of paper document storage and limited e-Government capabilities.
A7	The Community Development Department is not utilizing mobile technologies for permitting and inspections. It was reported that three Toughbook computers have been purchased but are currently not being used to their full capacity due to connectivity issues in the field. There is a desire in the Department to increase mobile data management capability, specifically with the rental inspection process.

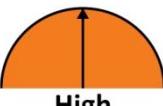
N – Community Development Needs Assessment								
Initiative Ranking								
City		BerryDunn						
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology				
		 Medium	 Medium	 Established				
Estimated Initiative Budget								
FY2012	FY2013	FY2014	FY2015	FY2016				
-	-	\$0	-	-				
Budget Description	A dollar amount has not been budgeted for this initiative because it will be completed entirely by internal resources, primarily from Community Development.							
Lead	Community Development							
Action Items to Implement Initiative								
<input checked="" type="checkbox"/> Create a City Project Team. <input checked="" type="checkbox"/> Document Current Environment. <input checked="" type="checkbox"/> Research vendor offerings. <input checked="" type="checkbox"/> Develop Action Plan.								
Anticipated Benefits								
<input checked="" type="checkbox"/> Increased ability to provide e-Government services to citizens. <input checked="" type="checkbox"/> Increased ability to automate Community Development Department business processes. <input checked="" type="checkbox"/> Increased opportunities for mobile computer technologies.								
Potential Risks								
<input checked="" type="checkbox"/> Limitations in network and wireless connectivity may impede the use of some current marketplace application functionality. <input checked="" type="checkbox"/> Selecting a replacement application based on outdated business processes may limit the benefits from a current marketplace application from being realized.								

V – Server Infrastructure Improvements									
Initiative Description									
<p>The purpose of this initiative is to adjust the configuration of the City's servers and install a storage area network (SAN) as part of the infrastructure. The configuration of the servers should be in a cluster configuration to ensure redundancy and decrease the risk of downtime with a single point of failure. It is anticipated that this can be potentially be completed with the current network components and the addition of one or two servers with an appropriate amount of work effort from Sarpy County Information Systems.</p>									
<p>Multiple initiatives of this Plan will require increased levels of secure data storage. These include email archiving and a replacement financial management system. A SAN will provide the City the opportunity to increase current storage levels in a highly versatile way. In addition, a SAN can be installed that will allow room for growth in storage, limiting the number of times storage will need to be increased.</p>									
Initiative Source Information									
Functional Area:		Technical							
Priority Ranking:		18 of 24							
Related Strategic Issue(s)									
T13	<p>City servers are not configured in a redundant manner. The City utilizes a VMWare ESXi server that is configured as a single host without redundancy. The lack of at least two hosts in a cluster configuration presents a risk that could result in significant downtime or data loss in the event of a hardware failure.</p>								
T15	<p>The City lacks of a Storage Area Network. Currently the City stores all data on a local disk. A Storage Area Network (SAN) provides simpler storage administration and adds flexibility. A SAN can also provide a more effective Disaster Recovery process with the ability to span multiple locations.</p>								
Initiative Ranking									
City			BerryDunn						
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology					
 Medium	 High	 Medium	 Difficult	 Established					
Estimated Initiative Budget									
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost				
-	-	\$40,000	-	-	\$40,000				
Budget Description		<p>The budget estimate for this initiative is for the cost of purchasing a storage area network (SAN) and up to two additional servers to provide full redundancy and high availability. This is planned to be purchased in the third year of the plan. Work effort related to installing the SAN and additional servers will be completed by Sarpy IS resources.</p>							

V – Server Infrastructure Improvements	
Lead	IT Committee
Action Items to Implement Initiative	
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Adjust configuration of City's network to promote redundancy. <input checked="" type="checkbox"/> Research SAN technologies to determine the best fit for the City's environment and technical expertise in Sarpy IS resources. <input checked="" type="checkbox"/> Purchase and install the SAN. <input checked="" type="checkbox"/> Gradually transition the SAN into production for City-wide applications. 	
Anticipated Benefits	
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Increased availability of network storage capacity. <input checked="" type="checkbox"/> Redundancy in the network design will reduce the risk of outages and data loss. <input checked="" type="checkbox"/> Increased security of critical data stored in the City. 	
Potential Risks	
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Compatibility challenges may result without appropriate research of server infrastructure technologies. 	

Y – Meeting Room Technologies									
Initiative Description									
<p>The purpose of this initiative is to install technologies in meeting rooms in City Hall to facilitate presentations, teleconferences and web-conferencing. These capabilities are limited in the current environment in the City and in some meeting rooms the configuration of existing equipment could be improved.</p> <p>It is recommended that the City plan the technologies it will use with a focus on design and technical standardization. Design standardization will be achieved by developing multiple specification levels based on the room layout and desired use. Technical standardization will be achieved by utilizing standard components within each design level.</p> <p>BerryDunn has identified three initial design levels for the City to consider as meeting room technologies are initially implemented. These configurations include a large group and panel presentation room, a web-conference meeting room and a teleconference meeting room, with progressively decreasing technical capabilities. The configuration for the large group and panel presentation room will include podium connections and controls such that a presenter may plug in a laptop computer (or other device with a video output) to launch and run a presentation.</p>									
Initiative Source Information									
Functional Area:		Technical							
Priority Ranking:		19 of 24							
Related Strategic Issue(s)									
T14	<p>The technology infrastructure in place in the Council Chambers could be improved. City employees reported that the current meeting presentation equipment in place in the Council Chambers is not optimally configured to support displaying presentation materials during council meetings and recording meetings, for example.</p>								
Initiative Ranking									
City			BerryDunn						
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology					
 Medium	 Medium	 Medium	 Medium	 Established					
Estimated Initiative Budget									
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost				
-	-	\$20,000	-	-	\$20,000				

Y – Meeting Room Technologies	
Budget Description	It is anticipated that three rooms will receive new or updated equipment. In City Hall, the Council Chambers will be installed with podium connections and controls, a projector, screen, two ceiling microphones and ten speakers for a total budget of approximately \$10,000. An additional conference room in City Hall will be configured with a projector, screen, one ceiling microphone and six speakers for a total budget of \$8,500. In the public works building, a conference room will be setup with a table-top conference phone for a budget of \$500. Funding has been allocated for two additional table-top conference phones to be placed at locations the City determines.
Lead	Public Buildings and Grounds
Action Items to Implement Initiative	
<input checked="" type="checkbox"/> Develop standardized design levels for multiple City meeting rooms. <input checked="" type="checkbox"/> Purchase and install meeting room technology components based on design levels. <input checked="" type="checkbox"/> Train users in how to use new meeting room technologies.	
Anticipated Benefits	
<input checked="" type="checkbox"/> Increased efficiencies with meeting facilitation tools. <input checked="" type="checkbox"/> Decreased time and expense for travel with the ability to host remote meetings. <input checked="" type="checkbox"/> Ability to record meetings for information backup and storage.	
Potential Risks	
<input checked="" type="checkbox"/> Limitations in the City's network may limit the ability to provide connectivity for phone and web conferencing.	

X – IT Facilities Controls									
Initiative Description									
Improvements to the IT facilities in City Hall were planned as part of the Municipal Facilities Plan (MFP) completed in 2008. Similarly, it was identified that physical and environmental controls related to the server room in City Hall could be improved as part of this project. The purpose of this initiative is to install the necessary hardware and infrastructure improvements to put these controls in place.									
The MFP listed a budget estimate of \$9,000 - \$13,000 to improve the IT facilities in City Hall. That estimate is consistent with cost to implement specific controls identified as lacking during this project. These controls consist of a dedicated backup generator, a dedicated card access circuit and raised flooring. The benefits of these controls will be a decreased opportunity of electrical supply interruption, the ability to track specific access to the server room, and decreased risk of water damage to equipment in the event of a floor that compromises the server room.									
Initiative Source Information									
Functional Area:		Technical							
Priority Ranking:		20 of 24							
Related Strategic Issue(s)									
T10	The server room in City Hall does not have adequate physical and environmental controls. It was observed that the server room located in City Hall does not have adequate environmental controls such as raised flooring and an HVAC system that is able to be powered by a generator in the event of a primary power loss. In addition, the server room does not have a card access system to monitor access by City employees.								
Initiative Ranking									
City			BerryDunn						
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology					
 High	 High	 Low	 Medium	 Established					
Estimated Initiative Budget									
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost				
-	-	-	\$16,000	-	\$16,000				
Budget Description		The cost estimate for this initiative is based upon the estimate developed in the Municipal Facilities Plan in 2008 with an adjustment made for an increase in materials and equipment costs.							
Lead		Public Buildings and Grounds							

X – IT Facilities Controls	
Action Items to Implement Initiative	
<input checked="" type="checkbox"/> Study published standards related to information technology security management <input checked="" type="checkbox"/> Analyze the current environment in the City related to IT facilities controls <input checked="" type="checkbox"/> Develop and action plan to implement necessary controls and develop necessary policies <input checked="" type="checkbox"/> Implement controls and develop policies	
Anticipated Benefits	
<input checked="" type="checkbox"/> Increased security to the City's IT facilities. <input checked="" type="checkbox"/> Tracking of access to IT facilities. <input checked="" type="checkbox"/> Reduced risk of outages or downtime due to environmental events.	
Potential Risks	
<input checked="" type="checkbox"/> Not regularly testing equipment put in place to control the IT facilities may cause malfunctions to not be discovered.	

P – City Website and Expanded e-Government	
Initiative Description	
<p>The purpose of this strategic initiative is to update the City website and expand e-Government offerings. Citizens nationwide are increasingly demanding e-Government capabilities from their local governments. Similarly, City employees are spending an increasing amount of time answering requests that could be avoided with improvements to the website. La Vista will likely also see this increase in demand for e-Government capabilities.</p> <p>As the City implements new and updated applications, opportunities to leverage e-Government offerings will increase. For example, as a result of strategic initiatives to conduct needs assessments related to Community Development and Recreation applications, new or updated applications may be put in place. Such applications typically include citizen self-service, either for permitting in the case of Community Development or program registrations in the case of Recreation.</p> <p>Formalizing an e-Government strategy and plan will enable the City to communicate effectively with citizens and businesses regarding the plans for these services. Local governments often fail in this area by developing systems that the community is not ready for or willing to utilize. The City should develop a strategic plan document that describes their approach to e-Government services, fully describes services that are available today, and effectively communicates the value of potential future services to the community. Department Head input should always be considered.</p> <p>Selecting, deploying, and managing e-Government services will require strong leadership, effective project plans, and comprehensive, up-to-date community needs assessments to determine the most pressing issues. As development progresses, the City will need to actively promote these services and educate constituents on the value they can derive from using those services.</p> <p>As additional services are identified, it is important that the City follow a structured approach to e-Government implementation, based on the following factors:</p> <ul style="list-style-type: none"> • Value to constituents; • Potential use; • Increasing regulatory requirements; • Cooperative effort opportunities; • Savings to the City; and • Cost to implement. <p>Once the desired services are selected, the City will need to carefully plan the implementation of each. Some will be easier to deploy than others, especially as web-based components of future applications expand. For example, a future Document Management System that is implemented in the City may offer the ability to easily post relevant documents on the website with searching functionality. Other services, such as online payment capabilities, will require significant policies and procedures to be developed.</p>	
Initiative Source Information	
Functional Area:	Applications
Priority Ranking:	21 of 24

P – City Website and Expanded e-Government										
Related Strategic Issue(s)										
Initiative Ranking										
City		BerryDunn								
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology						
 High	 Medium	 Medium	 Medium	 Leading Edge						
Estimated Initiative Budget										
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost					
-	-	-	\$30,000	-	\$30,000					
Budget Description	The budget estimate of \$30,000 for this initiative is for website design services and to purchase e-Government functionality within existing applications and to secure new capabilities the City determines would be beneficial. As an estimate in year four, the budget is largely a “bucket” that the City will need to determine how to allocate. As the current City website provider offers a range of e-Government functionality, it is recommended that this provider is first considered as these capabilities are expanded.									
Lead	Administration									
Action Items to Implement Initiative										
<input checked="" type="checkbox"/> Develop a website and e-Government strategy and plan. <input checked="" type="checkbox"/> Solicit requests for e-Government services from City employees and citizens. <input checked="" type="checkbox"/> Select services that are strategic for the City to offer. <input checked="" type="checkbox"/> Develop action plans for each selected service offering.										
Anticipated Benefits										
<input checked="" type="checkbox"/> Increase in the information and services provided to remote locations of the City. <input checked="" type="checkbox"/> Increased ability for City government to be responsive and accountable to its citizens. <input checked="" type="checkbox"/> Improved customer service to City citizens. <input checked="" type="checkbox"/> Decreased time spent answering citizen requests. <input checked="" type="checkbox"/> Increased level of well-informed, involved citizens. <input checked="" type="checkbox"/> Improved timeliness of payment for City fees.										

P – City Website and Expanded e-Government	
Potential Risks	
<input checked="" type="checkbox"/> Not maintaining current information on the City website related to e-Government services may increase calls to City departments and cause citizen frustration.	
<input checked="" type="checkbox"/> E-Government offerings will require supporting documented policies and procedures to ensure effective citizen satisfaction and compliance with other City policies.	

C – GIS Management Policies and Procedures									
Initiative Description									
<p>The purpose of this strategic initiative is to develop a GIS Management Policy that will document how GIS data is recorded, updated and used as the City plans to further leverage this technology. As additional applications are implemented in the City, opportunities to leverage GIS data will increase. The Plan should describe how the database that is shared by other localities will be leveraged by existing and new applications. The Plan should also identify City resource teams that will be involved with maintaining data at different levels. As part of this initiative, GIS data management responsibilities will continue to be held by resources within Sarpy County Information Systems.</p>									
<p>The policy documentation that is developed should include the following:</p> <ul style="list-style-type: none"> • Data disclaimed for public use of GIS data; • Listing of City employees and their roles with managing and updating GIS data; • Definition of a request for data and a project related to creating additional layers; • Process for developing a layer for data entry by City resources; and • Process for prioritizing and tracking requests for GIS data. 									
<p>Upon the completion of the development of the policy, the final step will be to communicate it to those City users that it affects. In instances where business processes are modified, training may be necessary.</p>									
Initiative Source Information									
Functional Area:		Management and Operations							
Priority Ranking:		22 of 24							
Related Strategic Issue(s)									
M5	<p>The City does not have documented policies and procedures for the management of GIS data. La Vista utilizes a shared GIS database with Sarpy County and neighboring localities, which is centrally managed by the County. It was reported that while the City has recently been effectively working with the County to input data into GIS layers, instances in the past of duplicate entry or data errors have existed. The process for how the County will configure layers for data input by the City is currently not documented which presents ongoing opportunities for data errors.</p>								
Initiative Ranking									
City			BerryDunn						
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology					
 Medium	 Medium	 Medium	 Medium	 Bleeding Edge					
Estimated Initiative Budget									
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost				
-	-	-	\$0	-	\$0				

C – GIS Management Policies and Procedures	
Budget Description	There is no funding planned for this initiative as it will be completed by internal resources.
Lead	IT Committee
Action Items to Implement Initiative	
<input checked="" type="checkbox"/> Identify City resources to assist Sarpy County IS resources with the development of the policy <input checked="" type="checkbox"/> Research industry standards for GIS policy documentation <input checked="" type="checkbox"/> Communicate changes related to the implementation of the GIS policy	
Anticipated Benefits	
<input checked="" type="checkbox"/> Improved integrity of GIS data <input checked="" type="checkbox"/> Improved tracking and prioritization of GIS data requests <input checked="" type="checkbox"/> Increased integration and leverage of GIS data by City applications <input checked="" type="checkbox"/> Increased access to GIS data by the public	
Potential Risks	
<input checked="" type="checkbox"/> Not updated the policies and procedures will result in them being outdated and ineffective.	

AA – Building Security System					
Initiative Description					
<p>The purpose of this initiative is to install updated components in the building security system in place at City Hall. It has been recognized that there is a need to install updated components by the Buildings and Grounds Director. The Director has received cost quotes to install updated door controllers throughout City Hall as well as a new ADT panel.</p> <p>This initiative is planned for later years of the Strategic Technology Plan because there is an interest in the City to see if additional capabilities of this system could be leveraged in conjunction with other new applications that may be put in place. For example, there is an interest to determine if a time entry system could be put in place along with a building security system to potentially record employee time based on when they enter or exit the building. At a minimum, there is an interest to use the same cards to swipe for access and to swipe for time entry.</p>					
Initiative Source Information					
Functional Area:	Technical				
Priority Ranking:	23 of 24				
Related Strategic Issue(s)					
-	None				
Initiative Ranking					
City			BerryDunn		
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology	
 Medium	 Medium	 Low	 Easy	 Leading Edge	
Estimated Initiative Budget					
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost
<u>\$20,000**</u>	-	-	\$45,000	-	\$65,000
Budget Description	<p>The budget for this initiative is based on estimates for components that have been gathered by the Buildings and Grounds Director in the amount of \$45,000. The capital funding in the first year of the plan is to install security cameras. As it is anticipated that these cameras may be tied into the building security system, this capital project has been grouped with this Strategic Initiative.</p> <p>**Capital funding has been secured for the installation of security cameras in specific City locations. It is anticipated that these cameras may be integrated with the building security system if it is determined beneficial to the City.</p>				
Lead	Public Buildings and Grounds				

AA – Building Security System	
Action Items to Implement Initiative	
<ul style="list-style-type: none"><input checked="" type="checkbox"/> Negotiate specifications and contract with the vendor of choice.<input checked="" type="checkbox"/> Schedule and manage installation and transition to new technology.<input checked="" type="checkbox"/> Monitor vendor testing of new equipment and review results.	
Anticipated Benefits	
<ul style="list-style-type: none"><input checked="" type="checkbox"/> Utilization of modern technologies will decrease time spent supporting and maintaining outdated components<input checked="" type="checkbox"/> Leveraging modern technologies will increase the City's ability to secure City buildings<input checked="" type="checkbox"/> Opportunities of integrating a current building security system with other applications the City may implement are greater than with outdated technologies.	
Potential Risks	
<p>At this time no risks have yet been identified for this Strategic Initiative. As work effort towards this initiative begins, best practices related to managing schedule, scope and cost should be employed to mitigate risks.</p>	

Z – Library Security System									
Initiative Description									
<p>The purpose of this initiative is to replace the outdated materials security system in the Library. The system in place today to manage the security of books and materials is outdated to the point that it was reported that particular components are not available when they need to be replaced. This has required Library staff to source alternate solutions and presents the risk that components will not be available in the future.</p> <p>Library staff have completed research of a replacement system and have determined that the installation would be completed utilizing external resources. The desired replacement equipment is from 3M Library Systems and consists of hardware including a set of door podium corridors as well as three employee workstations. A replacement discount has been offered by 3M as they are the provider of the equipment in place in the Library today.</p> <p>In today's environment the Library staff have determined that the technology offered by 3M is the most beneficial replacement. As this initiative is planned to occur in the fourth year of the plan, initial activities should include additional due diligence related to what products are available in this market place at that time. It is possible that new offerings may enter the marketplace and these should be considered to ensure the most beneficial technology in 2014-2015 is chosen. As the purchased technology will be a long-term solution in the Library, this research should include questions to the vendor about how long they plan to market their products and develop their product line in the future. Research should also involve contacting peer organizations that utilize the technology to understand their experiences and understand any lessons learned during the implementations at these other organizations.</p>									
Initiative Source Information									
Functional Area:		Technical							
Priority Ranking:		24 of 24							
Related Strategic Issue(s)									
-	None								
Initiative Ranking									
City			BerryDunn						
Strategic Issue Rank	Department Priority	Cost Benefit	Ease of Implementation	Maturity of Technology					
 Medium	 Medium	 Low	 Medium	 Leading Edge					
Estimated Initiative Budget									
FY2012	FY2013	FY2014	FY2015	FY2016	5-Yr Total Cost				
-	-	-	\$50,000	-	\$50,000				

Z – Library Security System	
Budget Description	The budget estimate for this initiative is based upon a quote provided by 3M Library Systems for a set of door podium corridors and three employee workstations. The cost of installation and the first year of service maintenance are also included in the \$50,000 budget.
Lead	Library
Action Items to Implement Initiative	
<input checked="" type="checkbox"/> Conduct market research to determine the replacement technology most beneficial to the Library. <input checked="" type="checkbox"/> Negotiate specifications and contract with the vendor of choice. <input checked="" type="checkbox"/> Schedule and manage the installation and transition to new technology. <input checked="" type="checkbox"/> Monitor vendor testing of new equipment and review results.	
Anticipated Benefits	
<input checked="" type="checkbox"/> Increased ability to service equipment with availability of parts and expertise from the vendor. <input checked="" type="checkbox"/> Increased assurance of security of Library materials by utilizing current technologies. <input checked="" type="checkbox"/> Decreased time spent by Library staff to research alternative solutions for replacing failed components of the current system.	
Potential Risks	
At this time no risks have yet been identified for this Strategic Initiative. As work effort towards this initiative begins, best practices related to managing schedule, scope and cost should be employed to mitigate risks.	

5.0 Implementing the Technology Plan

This section of the Plan outlines the budget and timeline for the initiatives that make up this Strategic Technology Plan. This section also describes the process for governing the Strategic Technology Plan and ensuring that it is periodically updated.

5.1 BUDGET AND TIMELINE

The previous Section 4.0 of the Strategic Technology Plan provided descriptions for each initiative and what each entails, identified which strategic issue(s) are addressed by the initiative, estimated budgets and timing for the initiative, identified action items to implement the initiative, and listed anticipated benefits and potential risks of the initiative.

The following table presents a summary of the budget and timeline estimates of the recommended initiatives that have been presented in this Strategic Technology Plan. The timeline provides a framework for budgeting project costs and for planning implementation timeframes over a five-year planning horizon. The timeframes and costs presented are estimates and will vary based on the City budget, competing technologies, the availability of support resources, and the specific technical approach used to undertake an initiative.

Each initiative in the budget and timeline matrix can be started and/or completed within a given fiscal year. Rather than attempting to determine exactly when a particular project would be undertaken, the table is intended to identify the fiscal year(s) in which a project should be initiated. If a fiscal year has a zero presented for the initiative cost, this signifies no budget amount is expected as existing internal resources will be utilized to complete the initiative. A dash symbol indicates that there are no planned activities for the initiative during the respective fiscal year.

Existing funding that has been planned for the five capital projects discussed in Section 4.2, Strategic Initiatives In Progress, are included in the following table. These amounts are marked with dual asterisks. While the work effort related to these projects has been planned separately from this Strategic Technology Plan, related funding levels are considered along with the Plan for a single view of the City's five-year technology investments.

Initiative Budget and Timeline Matrix (\$)						
Strategic Initiative		Year 1 FY2012	Year 2 FY2013	Year 3 FY2014	Year 4 FY2015	Year 5 FY2016
Initiatives Starting in Year One						
S	Network Study and Action Plan	15,000	<u>25,000**</u>	-	-	<u>49,000**</u> 89,000
U	Wireless Connectivity Within Buildings	7,000	-	-	-	- 7,000
L	Electronic Time Entry	100,000	100,000	-	-	- 200,000
Q	DMS Needs Assessment	10,000	<u>25,000**</u>	<u>50,000**</u>	0	0 85,000
G	Workstation Replacement Schedule	73,000	55,000	55,000	73,000	55,000 311,000
I	Disaster Recover Business Continuity	65,000	<u>50,000**</u>	<u>50,000**</u>	<u>50,000**</u>	<u>50,000**</u> 265,000
E	Technology Training	0	-	-	-	- 0
T	VoIP Phone System Configuration	1,000	-	-	-	- 1,000
W	Expanded Intranet Capabilities	0	-	-	-	- 0
R	Recreation Dept. Needs Assessment	0	-	-	-	- 0
Initiatives Starting in Year Two						
M	Expand Use of Work Order System	-	0	-	-	- 0
O	Expand Use of MS Outlook	-	0	-	-	- 0
F	New and Expanded IT Policies	-	0	-	-	- 0
A	IT Comm. Charter and Governance	-	0	-	-	- 0
J	Replace Financial Mgmt. System	-	115,000	<u>135,000**</u>	-	- 250,000
B	New and Expanded SLAs	-	0	-	-	- 0
Initiatives Starting in Year Three						
N	Community Dev. Needs Assessment	-	-	0	-	- 0
V	Server Infrastructure Improvements	-	-	40,000	-	- 40,000
Y	Meeting Room Technologies	-	-	20,000	-	- 20,000
Initiatives Starting in Year Four						
X	IT Facilities Controls	-	-	-	16,000	- 16,000
P	City Website Improvements and Expanded E-Government	-	-	-	30,000	- 30,000
C	GIS Management Policies	-	-	-	0	- 0
AA	Building Security System	<u>20,000**</u>	-	-	45,000	- 65,000
Z	Library Security System	-	-	-	50,000	- 50,000
		FY2012	FY2013	FY2014	FY2015	FY2016
						5 Year Total
Total Plan Initiatives Budget		221,000	270,000	115,000	214,000	55,000 875,000
Budgeted CIP Funding for Long-Term IT Projects		50,000	50,000	50,000	50,000	- 200,000
Total Current Capital Funding*		120,000	150,000	285,000	100,000	99,000 754,000
Total Initiatives and Projects Funding		341,000	420,000	400,000	314,000	154,000 1,629,000

Table 13: Initiative Budget and Timeline Matrix

*Line "Total Current Capital Funding" consists of the underlined, italicized amounts in the table as well as the amounts in line "Budget CIP Funding for Long-Term IT Projects."

5.2 FUNDING

The preceding sub-section contains the budget and timeline matrix that lays out the estimated funding levels for each strategic initiative over a five-year planning horizon. Funding for these initiatives and projects will be requested and allocated either through the City's regular budgeting process or through capital funding. As such, specific budget targets did not exist for each year. Of more importance was ensuring the most immediate needs were addressed related to infrastructure and technology management prior to the initiation of enterprise-wide projects. Efforts were also made to align strategic initiatives with the funding levels of planned capital projects and to achieve a downward trend of total funding in the later years of the planning horizon. The following figure depicts the five year budget levels including the total budget, Strategic Initiatives budget and current capital projects budget.

Five-Year Budget Levels

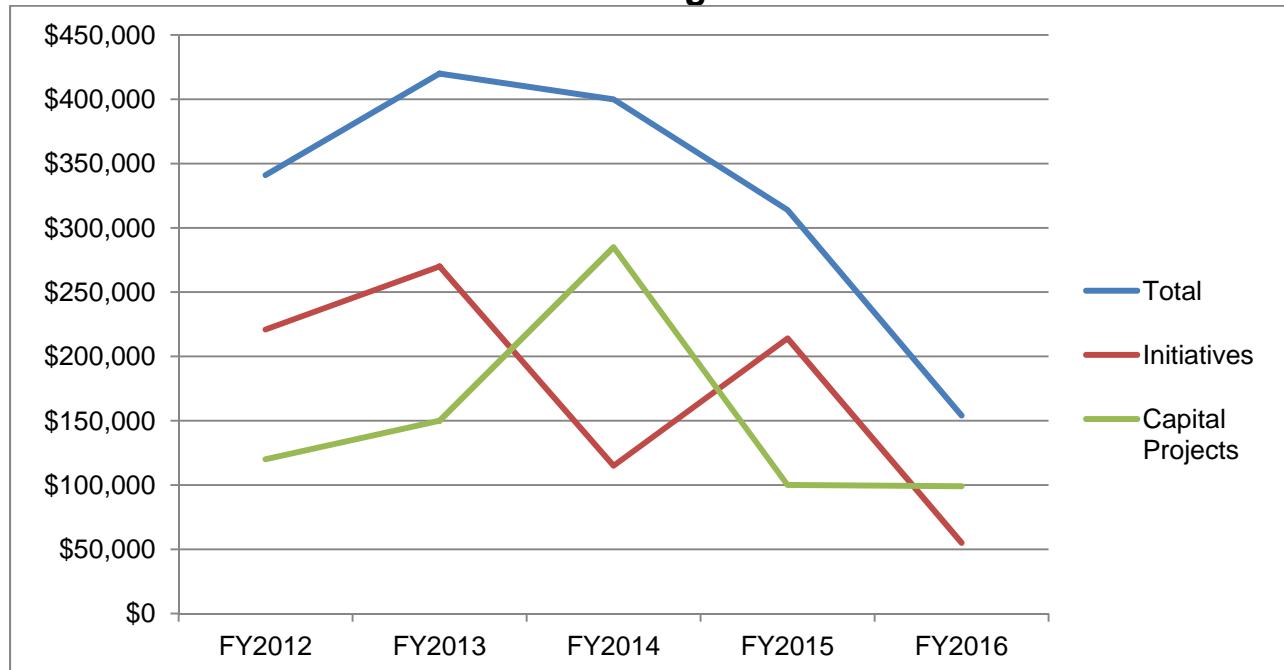


Figure 01: Five-Year Budget Levels

As the annual IT budget is developed, it is important that operational funding is secured to support those investments made in the previous year. Typically the necessary level of funding is 20% of the investment for software, and 10% of the investment for hardware. It is important to note that additional operational spending is only necessary for those initiatives that will not directly be replacing existing hardware or software. For example, Initiative G, *Workstation Replacement Schedule* will not result in new hardware other than tablets. Therefore operational funding will only need to be increased to support the additional tablets.

The ratio of IT spending to the total budget is a measure often used to measure the IT commitment of an organization. For governments similar to La Vista, this ratio can range from two to five percent. Based on La Vista's IT spending in FY2011, the ratio to the total City budget is approximately 1.46%. This is based on an operating budget for IT of \$124,000, IT capital projects of \$50,000 and a total City operating budget of \$11.9M in the FY2011 adopted budget.

The following figure depicts La Vista's current IT spending ratio to that of the range in similar organizations.

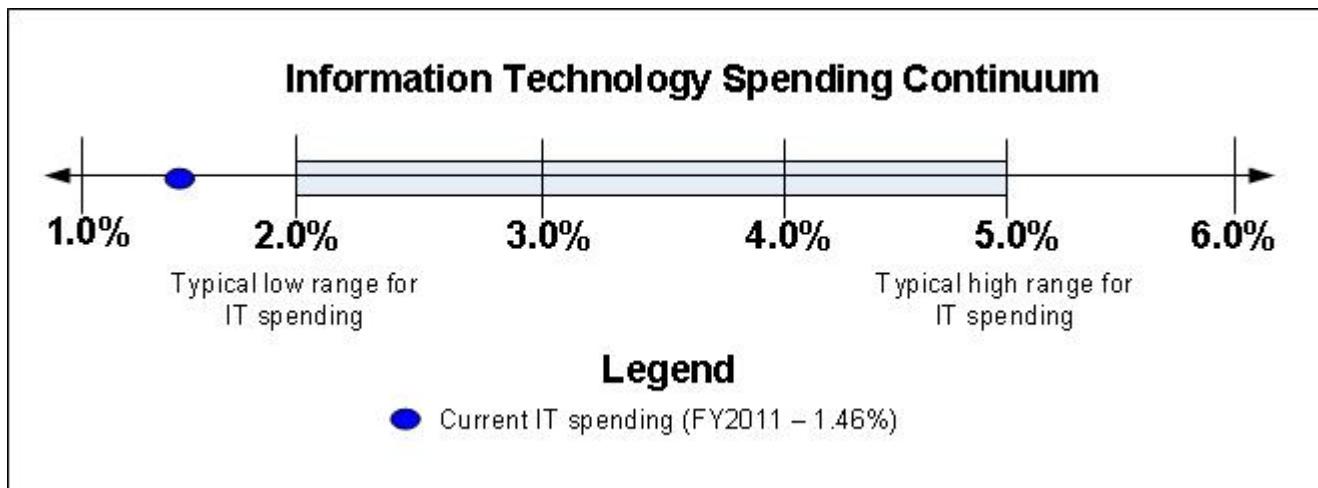


Figure 02: IT Spending Continuum

Although the City's IT spending in 2011 is below the typical range, there are some notable factors contributing to the ratio. Foremost is the City's intentional reduction in projects in light of this Strategic Technology Plan. The City recognized the advantages of holding IT projects such that they could be incorporated into the Strategic Technology Plan. This has prevented the instance of conflicting technologies and limited available resources to complete the projects that are within this Plan.

Although the range is reflective of IT spending in similar organizations, the vision of the organization determines where on the range their respective ratio will fall. In La Vista, the vision is to adopt more proven technologies instead of those considered to be "bleeding edge." Therefore, it is likely IT spending will remain in the lower end of the range for at least the next two strategic planning horizons (5-10 years). If the City's budget were to remain flat, it is expected that in FY2014 the IT ratio will be closer to 4.0%, taking into account the additional initiatives and projects as well as increases in operating funding. As spending declines in the later years of the five-year plan, as will the IT spending ratio, down to approximately 2.5%

5.3 STRATEGIC PLAN GOVERNANCE

The Strategic Technology Plan will greatly impact the operations of the City. Planning, selecting, deploying, and managing for improved systems and service delivery mechanisms will require strong leadership, clear strategic and tactical plans, and, where reasonable, comprehensive needs assessments to help identify the most important technology related City challenges.

Once new technologies are implemented, the City will need to actively communicate those services and their benefits to both internal and external stakeholders. For example, the City should not expect that new e-Government services will be widely used unless the services are effectively communicated, trained, and promoted.

New technology services create significant opportunities to change how the City manages daily operations. The City must plan for significant business process changes that streamline operations and focus on using technology to improve customer service. The City should consider the following requirements that a plan of this magnitude necessitates:

- Active executive and management involvement and sponsorship will be critical to the successful adoption and continued support of the plan.
- Implementing a successful Strategic Technology Plan will require significant planning, increased capital investment, and human resources in order to successfully implement the Plan Initiatives.
- Project goals and objectives should be clearly communicated to stakeholders and progress should be proactively monitored.
- Business processes should be evaluated, and where necessary redesigned to take advantage of new technologies in order to meet the City's desired objectives.
- Many changes will be non-technical. Rather, they will be cultural shifts, process changes facilitated by change management and policy and procedure adjustments.
- Departments must work cooperatively and collaboratively to facilitate effective change that is in the best interest of the City.
- Technical support staff will be critical to the success of the Strategic Technology Plan's implementation. Internal stakeholders must be ready, willing, and able to use new technology and embrace effective change.

BerryDunn recommends that the IT Committee continues to be responsible with the following tasks identified below.

1. Reviewing progress on the projects in the plan on a monthly basis.
2. Meeting twice a year to lead the process to update the Strategic Technology Plan. These two meetings should accomplish the following:
 - a. The first update of the year should be to track the progress made against initiatives.
 - b. The second update during the year should focus on reassessing upcoming projects and re-prioritizing the order of projects for the upcoming fiscal year. While individual department input is important, the overall decision to reprioritize initiatives should be made by the IT Committee. As part of this update, the IT Committee should meet with Department Heads to obtain their input and communicate plans for the upcoming year.
3. It is anticipated that new projects will be identified throughout the year. Some of these projects may be the result of new State mandates or other unexpected events that create the need for an IT project. The IT Committee should be responsible for assessing new projects as they are identified and determine how they can be incorporated into the IT plan.

It will be important that Sarpy County Information Systems has an active and defined role in the 24 projects contained in the IT plan. This involvement will vary depending on the project. Although Sarpy IS is not planned to lead any initiative, they will work closely with the lead departments or groups identified for each Strategic Initiative in the following table.

Strategic Initiatives Leads		
ID	Strategic Initiative	Lead
S&H	Network Study and Action Plan	IT Committee
U	Wireless Connectivity Within Buildings	IT Committee
L	Electronic Time Entry	Administration
Q	DMS Needs Assessment	Administration
G	Workstation Replacement Schedule	IT Committee
I	Disaster Recover Business Continuity	Administration

Strategic Initiatives Leads		
ID	Strategic Initiative	Lead
E	Technology Training	Administration
T	VoIP Phone System Configuration	Public Buildings and Grounds
W	Expanded Intranet Capabilities	Administration
R	Recreation Department Needs Assessment	Recreation Department
M	Expand Use of Work Order System	Public Buildings and Grounds
O	Expand Use of MS Outlook	IT Committee
F	Expanded IT Policies and Procedures	Administration
A	IT Committee Charter and Governance	IT Committee
J	Replace Financial Management System	Administration
B	Support Service Level Agreements	IT Committee
N	Community Development Needs Assessment	Community Development
V	Server Infrastructure Improvements	IT Committee
Y	Meeting Room Technologies	Public Buildings and Grounds
X	IT Facilities Controls	Public Buildings and Grounds
P	City Website Improvements and Expanded E-Government	Administration
C	GIS Management Policies	IT Committee
AA	Building Security System	Public Buildings and Grounds
Z	Library Security System	Library

Table 14: Strategic Initiatives Leads

One of the critical success factors for the implementation of the IT plan will be executive support for the projects in the plan. City Administration has committed to undertaking the projects in this plan and support will need to be provided to allocate the appropriate City resources, as well as ensuring that projects outside the scope of this plan in current and future years are thoroughly evaluated before adjusting the existing priorities of the projects in the plan.

Appendix A: Prioritized List of Strategic Issues

This appendix contains the List of Strategic Issues confirmed as a result of the Strategic Issue Work Session.

List of Strategic Issues	
No.	Issue Description
Management and Operations Issues	
M1	The City's IT Committee does not have a documented charter or governance process to formalize IT decision making. The City has established an IT Committee with representation from each City department as well as Sarpy County. The Committee meets every other month; however there is not a documented process for how the Committee will make IT related decisions related to project prioritization, technology purchases and others.
M2	A documented plan does not exist for how Sarpy County IT resources will be involved in City IT project management. The City receives support from Sarpy County under an inter-local agreement that ensures daily technology support will be provided. County resources are also involved in the current level of ongoing projects in La Vista. The agreement does not describe how the City will receive project management and technical support from County resources on a larger scale, such as with the larger volume of projects resulting from the Strategic Planning Project.
M3	The City does not follow a standard workstation replacement schedule. It was reported that workstations are purchased based on available funding and users are not aware of upcoming replacements. In addition, when newer workstations are purchased they do not replace the older workstations in the City. Instead, heavy users receive the new equipment first, leaving occasional users with the oldest workstations. As the City implements newer applications enterprise-wide requiring increased workstation performance, these older workstations will be increasingly difficult and costly to maintain in order to meet the needs of City users.
M4	The City Library is receiving limited support from the Metropolitan Community College. La Vista public library's technology is supported by the Metropolitan Community College (MCC) as the two organizations share a building. The Library reported that they have been receiving declining support levels from MCC and have been increasingly relying on a single non-dedicated internal support resource. In addition, it was reported that MCC is no longer tracking the library's support requests through a support ticket application, causing further challenges with understanding the status and resolution of support requests.
M5	The City does not have documented policies and procedures for the management of GIS data. La Vista utilizes a shared GIS database with Sarpy County and neighboring localities, which is centrally managed by the County. It was reported that while the City has recently been effectively working with the County to input data into GIS layers, instances in the past of duplicate entry or data errors have existed. The process for how the County will configure layers for data input by the City is currently not documented which presents ongoing opportunities for data errors.

List of Strategic Issues	
No.	Issue Description
M6	A City-wide social media policy is not in place. It was reported that La Vista has begun to explore and utilize social media for providing information to citizens. A documented policy has been developed but not yet approved and put in place that will guide how information postings will be managed, and how citizens will be able to communicate with the City through these channels.
M7	Cash is collected at Recreation locations where internal controls could be improved. It was reported that the Recreation Department collects cash in multiple locations during activities, such as on the bus and at the pool. In the case of the pool, this can be in excess of \$300 in a day. Currently the cash is collected without the issuance of a receipt and is stored in a cash box until a daily deposit. The lack of a receipting system presents a potential risk of a loss of cash that is collected.
M8	The City does not have an enterprise-wide Disaster Recovery and Business Continuity Plan. While plans exist for particular components or applications in place, an enterprise-wide plan for the City as a whole does not exist. The lack of a plan means that the City may not be able to serve its users and restore basic business operations following a catastrophic event.
M9	Technology training City-wide is limited. Multiple end users reported a lack of availability of training as new applications are deployed. When training has been offered in the past, classes are off-site, fill quickly, and reportedly conflict with the schedules of some City staff.
M10	Support channels for specialized, department-specific applications are not documented. It was reported that in the case of specialized applications in use in a few departments, support provided by Sarpy County is not consistent. In instances where a specialized knowledgebase is needed to support these applications, a procedure for receiving this support from another source, such as the vendor, does not exist. This has resulted in an inefficient troubleshooting process by the County and cases of extended downtime.
M11	The City does not have an enterprise-wide Security Policy. It was reported that inconsistencies exist with the way computer security is managed as it relates to end-users. For example, a password policy does not exist to determine how password strengths will be defined, and how frequently passwords will be changed.
M12	Help Desk response outside of regular business hours is not meeting the needs of some City departments. It was reported that in some City departments, such as in Public Safety, support from Sarpy County during evenings and weekends could be improved. When there is a system outage, it may wait until the next morning, or the next business day. The inter-local Agreement between the City and County does not clearly describe this type of support.
Application Issues	
A1	The financial management system in place in the City reportedly provides limited functionality to support City business process. For example, limitations exist with human resources (HR) functionality, the capital budgeting process and miscellaneous billing functionality. In the case of HR, tracking capabilities for training, certifications, and FMLA do not exist. This has resulted in some HR files being stored at the department level. In addition, the system does not allow full remote access connectivity, workflow is not available and reporting is limited.

List of Strategic Issues	
No.	Issue Description
A3	The City does not have an application for electronic time entry. Due to a lack of a City-wide electronic time entry application, nearly all City departments use non-networked time clocks to record time. An exception is the Police Department where a MS Excel spreadsheet is used. The use of non-networked time clocks creates inefficiencies with payroll processing, including several manual activities.
A4	The City is not utilizing standardized versions of Windows, Microsoft Office and other workstation applications. It was reported that City workstations use various versions of Windows (2000, XP and 7), Microsoft Office (2003 and 2007), Internet Explorer (5-8) and Adobe Acrobat. This has created interoperability challenges, such as when sharing MS Word and Excel documents. Supporting different versions of these programs can make troubleshooting, PC management, and overall maintenance difficult and costly.
A5	The Public Works Department does not utilize a Work Order and Asset Tracking application. While it was reported that an application is planned to be implemented, currently a Work Order and Asset Tracking system is not utilized in Public Works. This has resulted in a large amount of paper documentation as well as MS Excel and MS Access tracking spreadsheets and databases. The Department is not utilizing the LandPort application used by other City departments.
A6	The City is not utilizing an application to manage business licenses. The management of business licenses is currently largely support by MS Access due to limitations in the BluePrince application used in Community Development. The lack of a tool to manage this process has created inefficiencies in the department, a need for a large amount of paper document storage and limited e-Government capabilities.
A7	The Community Development Department is not utilizing mobile technologies for permitting and inspections. It was reported that three Toughbook computers have been purchased but are currently not being used to their full capacity due to connectivity issues in the field. There is a desire in the Department to increase mobile data management capability, specifically with the rental inspection process.
A8	The Recreation Department does not utilize a program management application. While the Recreation Department is using MemberTrac to maintain a listing of the Department's customers, a centralized application to manage programs is not in place. As a result, planning for programs and accepting reservations and payments is all managed with a manual, paper-based process.
A9	e-Government capabilities offered by the City are limited. It was reported that the City has limited e-Government capabilities available through current applications. There is a desire for the permitting and licensing processes to have an online component, for example.
A10	The City is not widely using an enterprise-wide calendar or meeting scheduling application. It was reported that the absentee calendar currently in place in the City is not meeting the needs of the employees as it is not always current and only lists conflicts of when employees are out of the office for entire days. There is a desire from employees to have a system to view the individual, daily calendars of employees for the purpose of scheduling meetings.

List of Strategic Issues	
No.	Issue Description
A11	The City-wide credit card acceptance policy can be expanded and updated. A City-wide credit card policy exists as well as more detailed department-level procedures. Awareness of these procedures varied among City employees, and it was reported that there is a demand for expanded credit card acceptance as well as online payment acceptance in multiple departments.
A12	The City does not have an enterprise-wide Document Management System. City users reported that several processes are in place to scan and electronically store critical documents; however, these documents are not indexed or managed for efficient retrieval. In addition, many departments are storing a large amount of paper documents.
A13	The City website could be upgraded. It was reported that there is a desire from City departments to upgrade the City website to improve navigation through site pages and to increase functionality. Currently, navigation is through a series of drop-down menus that link and open pages without consistency throughout the site.
Technical Issues	
T1	The configuration of the City phone system can be improved. The City has implemented Voice over IP (VoIP) technology; however, it was reported that City employees do not have direct phone numbers. While the City does not wish to adopt a central automated switchboard, direct incoming dialing will improve efficiencies when reaching particular City employees. In addition, the City's phone system allows the ability to remotely retrieve voicemail messages through email. This capability is utilized by some employees but there is a demand for others to also have this capability.
T2	The backup of critical City data could be improved. It was reported that most City server back-ups are taken offsite twice a month by an external contracted company, however a limited number are stored in the server room at City Hall. This may limit the City's ability to recover from an event that compromises the server room.
T3	Network connectivity at City buildings is inconsistent and does not deliver adequate performance. City buildings connect via a wireless network connection to City Hall. It was reported that in all locations outside of City Hall, the network connection often fails or is too slow to conduct regular business processes.
T4	A lack of network connectivity has limited the use of applications for Public Safety. It was reported that the Police Department is currently not utilizing the State's e-ticketing application or entering data into the Records Management System (RMS) in the field due to a lack of connectivity. In the case of the RMS, officers instead first record the data on paper, creating additional manual processes.
T5	The City is not archiving email. The City is using MS Exchange 2010 which has built in capabilities related to email archiving; however, it is not being utilized. Not archiving City-wide email will likely create challenges in the event of a Freedom of Information Act (FOIA) request or if a system recovery is needed.
T6	Wireless connectivity within City buildings is limited. A public and private wireless network exists in City Hall/Community Center and the Fire Stations. Other City buildings either do not have a wireless network, or are only able to connect to the internet. This has been particularly problematic in the library, where there is a large demand from citizens for wireless

List of Strategic Issues	
No.	Issue Description
	connectivity.
T8	The Library does not have the ability to connect to the City network for email, networked storage drives, and other applications. Currently the Library uses an email system separate from that in use in the City. In addition, Library employees do not have access to City networked drives or applications. This has resulted in these employees needing to travel to City Hall to use some City resources, such as the finance management system.
T10	The server room in City Hall does not have adequate physical and environmental controls. It was observed that the server room located in City Hall does not have adequate environmental controls such as raised flooring and an HVAC system that is able to be powered by a generator in the event of a primary power loss. In addition, the server room does not have a card access system to monitor access by City employees.
T11	The City's intranet is not fully developed or used by all employees. It was reported that a project to implement a City intranet has begun, but is in initial stages of development. The lack of an operational City-wide intranet limits employees' ability to communicate and view documents and announcements in a centralized location.
T12	The shared-use workstation in Public Works is not meeting the needs of users. A single workstation has been set up in the Public Works break room to allow approximately 30 employees to check email and perform other infrequent tasks, such as employee evaluations. This workstation has become outdated and users reported that its location is not ideal as they have to stand up to use it. This has resulted in some employees needing to travel to other City locations to use a City workstation.
T13	City servers are not configured in a redundant manner. The City utilizes a VMWare ESXi server that is configured as a single host without redundancy. The lack of at least two hosts in a cluster configuration presents a risk that could result in significant downtime or data loss in the event of a hardware failure.
T14	The technology infrastructure in place in the Council Chambers could be improved. City employees reported that the current meeting presentation equipment in place in the Council Chambers is not optimally configured to support displaying presentation materials during council meetings and recording meetings, for example.
T15	The City lacks of a Storage Area Network. Currently the City stores all data on a local disk. A Storage Area Network (SAN) provides simpler storage administration and adds flexibility. A SAN can also provide a more effective Disaster Recovery process with the ability to span multiple locations.

Appendix B: Project Participant List

This appendix contains the list of participants in the project thus far.

Project Participant List		
No.	Name	Department
1	Mary Alex	Administration
2	Michelle Alfano	Community Development
3	Pat Archibald	Buildings and Grounds
4	Brad Baber	Community Development
5	Mitch Beaumont	Administration – Community Relations
6	PJ Biodrowski	Sarpy County Information Systems
7	Austin Brake	Fire Department
8	Pam Buethe	Administration – City Clerk
9	Stacia Burt	Police Department
10	Tony Calandra	Sarpy County Information Systems
11	Jeff Calentine	Public Works
12	Rich Cartensen	Recreation
13	Ray Crane	Public Works
14	Denny Dinan	Recreation - Golf
15	Karen Fagin	Administration – Human Resources
16	Greg Goldman	Public Works
17	Mike Graham	Sarpy County Information Systems
18	Brenda Gunn	Administration
19	Eric Herbert	Sarpy County Information Systems
20	Emily Hipstier	Recreation
21	Angela Hultberg	Administration - Finance
22	Jean Hurst	Library
23	Tom Kacmarynski	Administration
24	David Karlson	Recreation
25	John Kottmann	Public Works
26	Bob Lausten	Police Department
27	Sheila Lindberg	Administration - Finance
28	Jodi Linhart	Library

Project Participant List

No.	Name	Department
29	Cindy Norris	Public Works
30	Sharon Paulsen	Fire Department
31	John Prince	Sarpy County Information Systems
32	Rita Ramirez	Administration
33	Ron Sheehan	City Council
34	Jeff Siebels	Buildings and Grounds
35	Chris Solberg	Community Development
36	Joe Soucie	Public Works
37	Ryan South	Recreation
38	Bryan Stolley	Police Department
39	Scott Stopak	Recreation
40	Sue Tangeman	Recreation
41	James Thompson	Police Department
42	Rich Uhl	Fire Department
43	Mark Walters	Sarpy County Information Systems
44	Bryan Waugh	Police Department
45	Brad Wood	Police Department