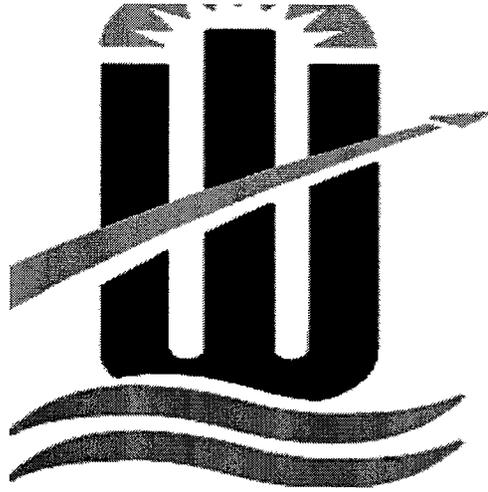


*City of Wichita*



*Department  
Goals and  
Initiatives*

IT/IS  
GOALS and INITIATIVES  
2004

2004/2005  
**Table of Contents**

<b>IT/IS Goals and Initiatives</b> .....	Page 1
<b>IT/IS Specific Goals</b>	
Infrastructure.....	Page 2
Security/Homeland Defense.....	Page 4
Help Desk.....	Page 5
Applications/Business Processes.....	Page 6
GIS.....	Page 10
E-Government.....	Page 11
IT/IS Administration.....	Page 13



## IT/IS Goals and Initiatives

**The goal of IT/IS is to create, implement and maintain technology solutions that improve the operational efficiencies and expand the customer service capabilities of the City of Wichita as a whole.**

### Overall Initiatives

1. Define strategic directions for the use of information technologies and systems to improve operational efficiencies, customer service capabilities and organizational cooperation at the City of Wichita.
2. Expand usefulness and usage of existing tools such as Tidemark, Intranet, Performance, etc., to increase the return on these investments.
3. Keep our application/systems portfolio current to enable existing and future operations.
4. Expand the City of Wichita's B2C and B2B capabilities to improve the ease of doing business with the City, increasing customer service.
5. Improve integration between applications and data stores to create better business processes and operational efficiencies.
6. Expand the capabilities of City of Wichita network, server, desktop and telephony infrastructure to accommodate increased demand for these services while decreasing per unit cost.
7. Find ways to improve access to City of Wichita IT capabilities for departments with limited financial means.
8. Improve training offerings for our users to increase their abilities with our IT assets.
9. Create good customer relations between IT/IS and our customers (via SLA's, education, more dialogue, etc.) and alignment of IT/IS objectives and goals with those of the customers we serve.
10. Increase our e-Security capabilities to enable the safeguarding of the City of Wichita computing enterprise.
11. Improve reliability and availability of systems to end users, and implement processes and tools to deal with the increasing complexity of the information system environment and the external threats to our systems.
12. Improve customer service of City of Wichita operations by significantly improving business continuity planning beyond disaster recovery scenarios.
13. Look to the horizon - - - Understand new technologies and how they can be used to improve City of Wichita functions.
14. Improve information/knowledge management capabilities at the City to enable better analysis and decision-making.
15. Improve the City's capability to successfully execute projects by continuously improving our Project Management capabilities.

# IT/IS

## Specific Goals

### Infrastructure

- Pursue opportunities to reduce cost of leased data and voice circuits and extend their benefit to more user locations.
  - 21st St. Locations (Property & Evidence, Atwater NCH, Fire Station 10, Angelou Library, Patrol North)
  - City Arts/Old Town Plaza
  - Century II
  - Other locations as opportunities arise
- Explore feasibility of wireless optical data transmission as a means to reduce telecommunications costs and to extend connectivity to areas that may not otherwise be served.
- Continue to investigate alternative technologies and products for secure/cost effective Point-to-Point Voice and Data links to remote sites.
- Replace batteries in UPS systems serving telephone equipment. Maintaining the reliability of telephone equipment is critical to the availability of City services during emergencies.
- Perform an audit of the City of Wichita's Data Center, electrical, fire suppression, and air conditioning systems and produce a 10-year plan to maintain its viability and insure that it is capable of supporting the City's future computing initiatives.
- Implement Active Directory on Windows 2003. This will enhance the security of our computing infrastructure and simplify our account management by consolidating user information into a common directory and management tool.
- To improve performance and accommodate future growth, implement a new E-mail Server running the newest operating system and mail exchange software.
- Upgrade the software on the Blackberry Enterprise Server and all Blackberry handhelds PDA's to enhance the reliability and functionality of this service. Begin systematic replacement of the older handhelds.
- Install a redundant Internet Firewall to improve performance, accommodate future growth, and insure the availability of Internet service to mission critical Internet enabled applications.
- Add capacity to the City's wide area routers to accommodate expansion of City services at remote locations. Including the growing number of City locations requiring physical security systems and video monitoring.
- Expand the current user document storage area will be expanded to double its current size to improve performance and accommodate future growth
- The City employs CITRIX Metaframe servers to deliver network services to remote locations over low cost data circuits. Create a robust test environment to reduce the time required to deploy new applications to City staff and decrease interruption of services.

## **Infrastructure**

### **Airport**

- Manage the process for implementation of a new phone switch at the Airport.
- Investigate Common Usage Terminal Equipment (CUTE) for use at the airport and develop a plan to integrate it into terminal expansion or remodel efforts. The equipment allows several airlines to use the same ticket counters and gates.
- Expand the use of wireless connectivity at the airport for both public and airport use making it available to tenants for rental car check-in or passenger boarding.
- Develop a wireless policy protecting the interest of the airport that addresses the use of all wireless devices and equipment including computers, cell phone towers and access points.
- Upgrade the current tape backup software to be able to properly backup Windows 2000 and Windows XP machines.
- Conduct network security audit and create a long-range network security plan to ensure that the airport meets standards for data security as established by TSA, FAA and other agencies.
- Update the current proxy server that controls access to the Internet to match the one at City Hall, giving the airport the same level of security and protection.

## Security/Homeland Defense

- Implement Intrusion Detection Systems for the purpose of securing the City's Information and computing environment by providing real time alerts to IT/IS staff when unusual network activity is detected.
- Conduct a network security audit and update the long-range network security plan.
- Replace the Data Center's Uninterruptible Power Supply Batteries. These batteries require replacement every three years to ensure continued reliability.
- Partner with the County IT Department to establish a server and data connection to the new 911 Center.
- Develop a plan to manage the installation of Operating System patches on the City's many desktop and server systems in order to mitigate the effects of malicious computer virus and intrusions.
- Partner with the FBI and KBI to accomplish an upgrade of the State Checkpoint Firewall that provides secure data connections for the City's law enforcement personnel. The current software on this device is unsupported and security patches are no longer being developed for it.
- In order to enhance the City's Network security, install a new Proxy server to harden the network perimeter defenses. The new appliance will add additional anti-virus protection, improved functionality, and ease of maintenance.
- All the City of Wichita's Mission Critical information is kept on-line in the Data Center server room. To enhance the security of this facility, install video monitoring in the Data Center along with real-time door access alerts to allow staff to monitor the facilities more effectively.
- To enhance our business continuity capability an additional TSM backup server will be configured offsite. This pre-configured backup server will reduce the time necessary to bring City operations back on-line in the event of a disaster.
- Work with Security Division of Police to:
  - Implement and improve Physical Security system (iNET7).
  - Implement remote camera system (Integral).
  - Refine the City of Wichita Disaster Recovery plan.
- Create a Homeland Security site that gives secure access while providing a central repository for City of Wichita security information.

## Help Desk

- In an effort to continuously improve Help Desk services implement the following:
  - A customer satisfaction survey linked to Clientele Help Desk, the call tracking and asset management software, to improve service.
  - Implement a Help Desk self-service site on the Intranet and offer training to users.
  - Continue to look for ways to make IT/IS processes more understandable, particularly in areas such as purchasing, service requests, etc.
- Enhance the value of the Clientele Help Desk software for use outside the Help Desk, including;
  - Train all IT/IS analysts to use Clientele Help Desk to improve communications and provide better customer service.
  - Use call ticket system to assign work that is outside Help Desk expertise to the appropriate resource.
  - Use inventory capabilities to identify and track any hardware that has not been added (i.e.: scanners, PDA's, etc.) to the asset inventory.
  - Use Knowledgebase as a central repository for solutions and procedures by all analysts.
  - Expand Knowledgebase for use on self-service intranet site.
- In order to improve customer service skills, a major effort in training staff in soft skills (communication, documentation, problem solving skills, etc.) will be implemented.
- Upgrade the SMS remote connection software to enhance remote technical support.
- Convert the Clientele database from Microsoft Access to SQL Server to provide a more stable system and accommodate expanded usage.
- Upgrade all Help Desk servers to Windows 2000 to remain compliant with the Active Directory project and ensure that the servers are running a manufacturer-supported operating system.
- Define a strategy to enable the City to remain current with Microsoft Operating Systems, application suites, and office automation software.

## **Applications/Business Processes**

### **Water & Sewer Department**

- Explore the use of Business Intelligence software and GIS capabilities to extract and analyze data collected by the Water Department to enhance the ROI of the department's various database applications.
- Expand the use of Crystal reports within the Water and Sewer Department to improve data analysis.
- Begin evaluating Water Utility Billing systems to replace the current system within three years.
- Complete the evaluation of Asset Management/Facilities Management systems currently available in the market to determine if the system at the City of Wichita should be replaced or upgraded.
- Expand the capability of the newly implemented IVR (Interactive Voice Response) system to include out-dial capability and bad debt information.
- Migrate the IVR database platform to SQL Server for increased security, reliability, capacity and backup capability.
- Lead the project to implement use of mobile wireless technology (Aircards) in laptops to improve operations.
- Expand the functionality of the Pretreatment Information Management System (PIMS) to include Fats, Oils and Grease tracking, and Silver and Mercury tracking.
- Explore the value of having PIMS data in a GIS layer.
- Plan the upgrade of the Asset Management/Facilities Management system to the newest version in order to use the SDE Geodatabase technology that will increase functionality and improve performance.
- Upgrade all Water Utility Billing system servers to Windows 2000 server in support of the move to Active Directory and to insure that the application remains viable and supportable.
- Upgrade and integrate the SCADA systems used for water and wastewater treatment in support of the Water Department's vision of sharing information across all divisions in the Dept.
- Plan moving the Water AM/FM system to a new server and migrating the database platform from Oracle to Microsoft SQL Server to improve performance and reduce maintenance cost.

### **Airport**

- Assist Airport Engineering in evaluating GIS and GPS software for use in airfield maintenance.
- Explore alternate data sources for the Flight Information Display System with the goal of improved accuracy or cost reduction.

### **Library**

- Continue to work with Library administration in modernizing library automation systems to improve reliability, functionality, cost performance, and maintain systems into the future, by;
  - Working toward the elimination of the character-based Dynix system in favor of a more user-friendly and reliable Windows/SQL solution.
  - Elimination of all terminals, replacing them with PC's or Thin Clients.
  - Network enhancements in the branch libraries

- Find and implement a web filtering solution that is compliant with new laws and flexible enough to relieve library administration concerns about censoring.
- Consolidate network access in areas where the branch libraries are near other City network access points (Evergreen, Linwood, Northeast, Orchard, Alford, Rockwell). There will be cost savings at each location by eliminating data circuits that are no longer needed and fewer circuits will reduce the complexity of the COW wide area network.

#### **Finance**

- Replace the server for small Finance applications which hosts:
  - Riskmaster (workers compensation)
  - Pet Track
  - License Track
  - Cashier (Treasury point of sale)
  - Pension (forthcoming)
- Upgrade Riskmaster (workers compensation) software to the current version
- Assist with RFP, selection and implementation of Pension Management software.
- Upgrade remittance processor software to current version.
- Migrate Performance Series to SQL Server and implement V-Gov electronic purchasing.
- Replace Integratrak call accounting with a more modern, flexible package.

#### **Housing**

- Implement the use of Crystal Reports to improve reporting capabilities for Housing.
- Implement Interactive Voice Response for Housing. This will provide automated billing information by phone to tenants and payment information to landlords.
- Implement Handheld Inspection software for Housing to allow input of inspection results in the field rather than handwriting and then entering into the Housing application later.

#### **OCI, Environmental Health, Police, CMO**

- Explore the usefulness of Tidemark to other departments, and implement expansion of the application. Implement full use of Tidemark for Environmental Health Restaurant Inspection and Animal Control.
- Continue efforts to improve nuisance abatement capabilities and functionality within Tidemark such as, better reports and metrics at the managerial level and availability on the Internet.
- Upgrade Tidemark to version 3.2 and explore cost saving of database conversion from Oracle to SQL Server.
- Implement eConnect's online inspection interaction with both Public and Contractor Systems. Using the Internet, the construction and development community, business owners, property owners, and citizens will have the ability, at any time, to submit applications, request or cancel inspections, and pay application fees using credit cards.
- Explore mobile/wireless options for use of Tidemark in the field.

#### **Police/Court**

- Implement LaserFiche (imaging system) in Municipal Court to reduce overall operating costs for document storage and retrieval, provide staff

- efficiencies in work flow, and provide future opportunities for reuse of the data (example: data from LaserFiche is sold through online accident reports).
- Deploy E-Justice to LaserFiche bridge interface upgrade to improve access times. The current application requires a separate login for users; this is removed in the new version to be more efficient.
  - Explore the feasibility of the implementation of specific mobile applications for Police such as: Officer Daily Activity Report, Citations, etc.
  - Redesign the approval processes for PD in E\*Justice, the Public Safety System, to improve accuracy of data entry and to reduce human error.
  - Continue the process of analyzing and re-engineering business processes as they relate to the E\*Justice system to improve accuracy and processing efficiencies.
  - Redesign the Public Safety reports structure and relocate reports to PD and Court Intranet sites. This will improve dissemination of information across PD and Court and eliminate multiple points of retrieval.
  - Upgrade E\*Justice to version 7.5.
  - Implement PS Portals on Public Safety PCs to enable access to KBI data stores by Police and Court users.
  - Expand disk storage on the Public Safety test system and rebuild the test environment to allow better representation of current data, more extensive testing and to aid in disaster recovery.
  - Develop a procedure and plan to uncollapse person and business names in E\*Justice. This will allow Police and Court to correctly identify people in the system, thus reducing risk to the City and public and avoiding consultant fees to the vendor.
  - Explore methods of data validation to identify erroneous or anomalous information in the E\*Justice system.
  - Implement Interactive Voice Response for Municipal Court. This will allow citizens to obtain a variety of information and to make certain payments via the phone.
  - Design a user executable Records Check for Municipal Court that will significantly shorten the amount of time required to provide data to requestors.
  - Analyze and implement an alternate method for City users to access the CAD/911 system and other County applications.
  - Expand training offerings to end-users of the E\*Justice system.
  - Develop a comprehensive disaster recovery plan for Public Safety applications.
  - Replace the E\*Justice production servers. The current servers will soon be out of warranty and should be replaced to ensure non-interrupted 24X7 availability of Public Safety applications.

#### **HR/Personnel**

- Implement LaserFiche in Personnel to reduce existing costs, and improve information access.
- Explore the benefits of Interactive Voice Response for HR/Payroll.
- Upgrade the outdated Cyborg HR/Payroll system to a client/server version. Expand the use of existing modules, automate manual processes and utilize new system features to improve operational efficiencies.

- Design and implement an HR/Payroll reporting structure for the Intranet to improve availability and to tighten security for HR and Payroll documents.

### **Wichita Transit**

- Develop a future scope of service in software acquisitions to provide the Transit Services department with an increased efficiency level of operation and cost savings to the daily business activity:
  - Computer Aided Vehicle Location (AVL) system – permit Transit to track fixed-route and Para transit vehicles in real-time fashion, allowing for a quick evaluation of the vehicles performance and schedule adherence.
  - Determine requirements of communication and data transfer network, which shall provide adequate backbone for current and future Transit projects.
  - Automated Announcement program – required by federal ADA ruling, which will notify riding passengers of approaching stops and waiting passengers of approaching route. System will be interoperable with communication and data transfer network.
  - Rideshare program – purchase of a carpool software program providing an effective method to minimize commuter costs and provide stress-free rides while reducing environmental pollution through a reduction in vehicle usage.
  - Photo ID system – provide Transit with an efficient and cost saving method for quick facial identification and status of current fixed-route fare programs (half-fare, senior and student) and re-certified Para transit clientele. Photo ID package will be identical to that utilized in the Personnel department thus providing a backup to the primary system.
  - Bus Schedule program – provide Transit with means to create and process bus route and special event schedules regarding time, stop and fare information.
- Continue to support the existing Para transit Scheduling software providing a reduction in operational costs, while improving productivity and customer satisfaction. Examine the possibility of an IVR interface to the Para transit Scheduling package.
- Continue to support the existing Electronic Registering Fare box Revenue and Data Collection system to provide a maximum security setting for revenue collection and a transactional database for quicker rider ship analysis.
- Continue to advise, design and implement physical security measures for vehicle and facility enforcement.

### **General**

- Explore the feasibility of a video conferencing system in City Hall and implement if appropriate.
- Complete the upgrade of the asset management system, DataStream 7i for Airport and Public Works Building Services.
- Upgrade LaserFiche (imaging system) to version 7.0 including server and client components.
- Implement the content addressable storage system to accommodate the quickly expanding use by departments of the document imaging system, LaserFiche.

- Coordinate, implement and test the upgrade for E-Golf.
- Find a replacement for the Gasboy fuel tracking and dispensing application to be used citywide. This will improve Asset Management, tracking, billing and reduce the possibility of theft.
- Upgrade the Firehouse application to the latest version, which includes a server upgrade and migration to SQL Server.
- Upgrade Class software to version 5.0.
- Determine if there is backing for an initiative for a 311 Call Center/CRM function, and launch a test project of existing software if support exists to ascertain the viability of such an initiative.
- Evaluate the RFP responses, select a vendor, and manage the implementation of a ticketing system for Century II.
- Evaluate the RFP responses, select a vendor, and manage the implementation of an E-Forms solution. This system will enable the rapid development of forms-based applications by IT/IS staff. These applications will replace the numerous paper-based form processes throughout the City of Wichita and allow integration with multiple other applications.

## GIS

- Develop new GIS applications for Police and Public Safety information and analysis. This would include new delivery mechanisms and tools, as well as layer development, interfaces to other systems such as E\*Justice and State Parole, and advanced analysis capabilities.
- Evaluate options to expand the role of GIS applications in the field. Research capabilities of mobile technology and GIS data accessibility for specific applications such as GeoCrime and Tidemark. Create a proposal and prototype to utilize the solutions at the City of Wichita.
- Develop new GIS applications for Mapwise users with enhanced query tools and data availability. The new applications will allow users greater flexibility to customize the mapping environment to fit their specific job requirements. GeoMap will provide GIS users throughout the City advanced tools for analysis and mapping capabilities. A similar tool will be introduced for Planning and OCI.
- A new GIS infrastructure will be implemented requiring a migration of GIS databases, applications, and scripts into a new data format (Enterprise ArcSDE Geodatabase using SQL). The new infrastructure will allow GIS the ability to use enhanced and more efficient editing tools. GIS users will also see a significant improvement in performance of their GIS applications after migrating to this method of data delivery. A proposal and project plan will be prepared for implementation.
- Expand the City of Wichita's GIS offering on the Internet and Intranet. Utilize new development tools and market this capability to achieve maximum usage and customer base penetration. New applications will be developed providing customers additional tools and information. Examples are the availability of aerial photography on the Internet, City properties for sale, zoning information, and crime mapping.
- Explore new possibilities for integration with other applications and incorporate links into GIS applications for internal and external GIS customers.
- Explore the benefits of advancing GIS in other departments such as Public Works, Fire and Environmental Health.

## E-GOVERNMENT

- Implement the City of Wichita's web architecture plan to maintain its viability and insure that it is capable of carrying out the City's e-Gov initiatives.
  - Fail-over capabilities for Content Management System (CMS) to ensure availability.
  - Creation of a test environment for the web and application server environment.
  - Creation of test environments in the LAN and the DMZ to provide through testing of new applications prior to productional release.
  - Replacement of webstage (internal CMS server) and one application server to improve performance.
- Continued update and implementation of the E-Government Master Plan. Specific elements of this plan scheduled for implementation:
  - Implementation of V-Gov, the replacement electronic procurement system. Implement Biz Talk server as part of the V-Gov system then evaluate the possibilities of maximizing this investment.
  - Implementation of E-Permits, allowing Citizens and the business community to obtain permit information and permits via the web to provide a self-service interface for the development community.
  - Continue to investigate and implement mobile technologies where business value exists.
  - Create a basic knowledge management tool/portal on the web for the CIP process.
  - Provide selected portions of the City Internet site in Spanish.
  - Expand the use and staff expertise of the existing Content Management System to provide citizens with timely and up-to-date information.
  - Continued expansion of the City of Wichita Intranet to create efficiencies and/or improve business processes.
- Make the following self-service (requires little or no staff intervention) transactional services available via the City of Wichita web site:
  - Water usage and payment
  - Online lookup and payments of Traffic fines
  - Online lookup and payments of Parking fines
  - Online lookup and payments of Accident reports
  - Record checks and payment [select clients - employment check]
- Develop Quartermaster software for the Wichita Police department. This software is a Police inventory management and purchasing application. IT/IS was awarded grant funding to develop a new application that will provide better workflows and save staff time and effort in the procurement of work-related supplies.
- Continue to provide personalization of the City web portal through My Wichita applications and expand this service to include:
  - Crime information
  - Floodplain information
  - Integrated GIS
- Evaluate the use of streaming technologies to make government information more readily available and accessible to the public.

- Explore technology partnerships with private business on large projects such as the Water Walk.
- Improve the coordination between and integration of web sites that the City has vested interest in (Convention and Visitors Bureau, City Arts, Art Museum, Cow Town, Indian Center, and Botanica) to improve the impression by visitors of these sites of the City and to ensure that Internet users are provided timely and correct information.

## **IT/IS (Administration)**

- Review IT cost model annually to ensure validity of charges for IT services.
- Consolidate Oracle agreements and licensing into one annual contract to ensure proper licensing and billing.
- Improve customer service and assist in alleviating departmental fiscal problems relating to IT billings by redoubling efforts to make departments more aware of their online IT billing and implementing a quarterly training class on the online Webbilling application.
- Process all IT/IS bills and ensure prompt payment; administer all external departmental billings for IT charges.
- Provide phone support for all IT/IS staff
- Process all System Privilege Forms and Requests for Service and manage corresponding database
- Accept IT/IS deliveries and locate responsible staff to inventory
- Manage Microsoft et al licenses for the entire City organization
- Administer IT budget and expenditures to ensure no overruns.
- Human resource management for 50 IT/IS positions, including FMLA administration, employee orientation, payroll, timesheets, training and discipline. anne warren
- Provide organizational policy and procedure development for IT-related items, such as cell phones, cell phone allowances, acceptable usage of systems and others.
- Manage IT contracts and vendors
- Provide project management for IT projects
- Preparation of financial statements for annual audit