



2007 Projects and Accomplishments

The IT Department has accomplished much this past year in the way of projects. These projects are in addition to regular day to day duties of staff (we had over 2,600 helpdesk calls). All IT projects align with Council's Community Goals. The majority of IT's projects fall under the following Community Goals:

Responsive and Well-Managed Government

Culture

Public Safety

We started 2007 with 95 projects on the books, we finished with 126 listed. Over 77 projects were 100% complete; others are continuing into 2008, some were dropped. Appendix A has a full list of all IT projects for 2007. But here are the highlights:

- ***New Methods for Projects*** - Implemented a new project management methodology in IT to track projects, resources etc. This helped managers prioritize tasks and allocate resources. We tracked both project work and daily work so now we have a better breakdown by job title on how their time is typically spent. We also worked with other city staff to teach project management to the organization and created a project reporting tool on the Intranet for anyone to monitor, including the City Manager.
- ***Colorado Wireless Communities*** - Participated in Colorado Wireless Communities, a group dedicated to bringing wireless technologies to our communities and signed a letter of intent with C-Com for final build of the network.
- ***Security Policies*** - Implemented technology security policies, working with Legal, HR and EMT to finalize. Trained over half of the City staff on use and published policies on the intranet.
- ***Web site Re-factor*** - Continually enhanced the City and Community Web site, allowing for "one-stop shopping" for employees, citizens and community partners winning another Digital Cities top 10 Award. Moving up from 7th to 4th place.
- ***Implemented a CRM*** - Assisted with implementation of "Ask Arvada" a Citizen Request Management System (CRM) so information and services are available 24 x 7 for citizens and customers on the City web site. So far over 10,000 FAQ's have been viewed and over 800 requests for services have been submitted.
- ***Arvada Center Web Site*** - Re-wrote the Arvada Center's website per their requirements, www.arvadacenter.org



- **Economic Development Web site** - Re-wrote AEDA's website per their requirements, www.aeda.biz
- **Partnership with Arvada Fire** - Supported the Arvada Fire Protection District technology needs by assisting with over 140 help desk calls, new server installations and multiple system upgrades. Performed a Business Impact Analysis for AFPD prioritizing their technology systems, presented to senior management.
- **Print Shop** - Printing services had a record volume year at the Print Shop, which resulted in \$34,000 profit bringing the fund balance back to \$0. We hope in 2008 that the trend continues and we are able to build up funds to replace the printing press, it is over 20 years old and parts are no longer made for it.
- **Disaster Recovery Site** - Created, documented and tested a Disaster Recovery (DR) site at the Indiana Shops. The project focus for 2007 was for the Police systems. Prior years include Financial System Applications and communication systems to include email, voicemail and Blackberry. These systems are tested 2 times a year, and documentation is updated. IT DR manuals with policies have been re-written and tested with a table top exercise. The City of Arvada is far ahead of its peers with all of these systems offsite and tested. Vendors are often impressed when they call to sell us a solution.
- **Coplink** - Completed implementation of COPLINK, an interagency computer system designed to link criminal justice information, amongst several partner agencies. Coplink is now being viewed by police agencies across the state as a successful tool. Aurora is leading the charge to try to bring this tool to others across the state. Adams County will possibly join our existing system in 2008.

2007 was the year for radio upgrades and changes:

- **Radio System Rebanding/Retuning** - Replaced obsolete equipment (mostly handhelds) across the organization, mostly funded by a settlement from NexTel.
- **Adore System Upgrade** – Software system upgrade - keep up with latest version
- **Microwave/T1 Upgrade** - Improved radio system reliability
- **Completed the re-configuration of technology in all patrol cars.** Computers were moved to the trunk with UPS and radio equipment. Screens and keyboards were left up front for better ergonomics and officer safety. This is worth checking out sometime, it is very well designed and works well for the officers.
- **Recruiting System** - Worked with Human Resources to select, procure and implement a new online employee recruiting system. This system continues to have intermittent vendor problems and we are working with HR to resolve them.



- **IT Re-Organization** - Worked to re-organize the IT Department and re-write job descriptions so that employee skills best fit the needs of the organization. Moved the Telecommunications Admin position from Information Systems to Network Systems. Hired staff for all PD functions and moved PD staff into the 1st floor lunchroom. Re-organized the help desk with 3 staff members answering phones, working with customers and on projects. Changed the Project Administrator position to reflect the duties performed as an Associate Project Manager. Filled the new position in 2007 funded out of building Inspection.
- **High Speed Copier** - Replaced the high speed Xerox DocuTech with a faster, cost effective mass printing system, saving the City over \$27,000 annually at the print shop.
- **Departmental Copiers** - Replaced all Minolta and Sharp departmental copiers with Panasonic copiers, and increased functionality with faxing and scanning while saving the City over \$8,000 annually. (Successfully annoyed the City Manager in the process)
- **Document Management** - Worked with an outside consultant to evaluate the state and inventory in the Document Management System, for determination of future use with other departments as well as use with e-discovery. Departments completed the document survey and we now have a better understanding of what types of documents are kept, and where. We found that the Document Management system is sufficient for use in the future. We still need to determine support methodologies and create a 5 year model for expansion, and lastly determine ownership of the system.

Upgraded to the latest version of the following software packages:

- Intergraph – Police systems – Computer Aided Dispatch, Records Management System, Imobile (in the patrol cars) Required to keep the product current and supported by the vendor
- Tessitura – Arvada Center – ticketing systems, required to keep the product current and supported by the vendor.
- Oracle Financials - This was necessary to get all servers on to a supported version of the Linux operating system
- Permitting system – Building Inspection - Required to keep the product current and supported by the vendor

The IT Department has come up with its own priority system. There are 95 projects identified for 2008 through meetings with customers and staff. In addition, over 20 are being carried over from 2007. Each project in the IT Plan has been assigned a rating to



reflect its overall priority to assist with decision-making and resource allocation. Each project has been assigned one of three ratings - essential, very desirable, or desirable - or a designation that the project is currently unrated. We have 21 essential projects for 2008.

Generally, the highest rating of “essential” has been applied to projects that are either:

Required to address an urgent health or safety hazard

Needed to meet legal requirements or State or federal mandates

Essential to the success of other projects or a larger program in progress

Cannot be deferred without the loss of substantial funding or

Required for economic growth and development

Other projects have been rated as “very desirable” or “desirable” depending upon the extent and degree of benefit provided. Generally, projects that maintain or improve a current system’s functionality are assigned priority over new projects that provide new system capabilities.



2007 Projects

Projects	Percentage Complete	Type of Project	Customer	Project Goal / Overview
Finish Arvada Center Website	100%	Web	AC	Additional website features, a new look and feel and the use of the City standard content management system will be achieved during this effort.
1099's and W2's	100%	Oracle	Finance	Annual payroll project.
AEDA Website	100%	Web	AEDA	New look and feel, additional features and the use of the City standard content management system will be achieved with this project.
Web content manager training Q2	100%	Web	City	Keeping web content managers current and capable of adding content to City websites.
Citywide Web security rights mgmt. architecture	0%	Web	City	
CRM Implementation	100%	Enterprise	CMO	A tool to support us in providing excellent personal service to our citizens.
Plan for Perpetual Release for 5 core websites	0%	Web	City	This work will put all City websites on a standard release cycle to ensure the sites stay current.
Re-establish Web Subcommittee - combined with Arvada.org refactor	100%	Web	City	This was included in the City web refactor project and will be complete before the end of the year with a new name, the "web Council".
Refactor Arvada.Org	76%	Web	City	This project will place the arvada.org site on the most current web administration tools and will update the look and feel of the site.
Web content manager policy - combined with Arvada.org refactor	100%	Web	City	Train Web Content Managers
Inside.arvada and PD Intranet -Closed moved to 2008	0%	Web	PD	This work is being done to bring a City managed websites on to a single administration tool.
Web content manager training Q3	100%	Web	City	Train Web Content Managers
Web content manager training Q4	0%	Web	City	Train Web Content Managers
Update Website #1 (AURA?) Move to 2008 Not completed	100%	Web	AURA	This project will include a new look and feel and will also take advantage of the City standard web administration tool.
Artifax Event Calendar for AC and City	26%	Application	AC	This project will look at a central tool to schedule rooms for the Arvada Center and potentially the rest of the City.
Caterease Room Viewer Upgrade	100%	PG&HS	Banquets	This upgrade was necessary to keep the system up to date and supported by the vendor.



Projects	Percentage Complete	Type of Project	Customer	Project Goal / Overview
City Phone Line RFQ	100%	Telecom	City	This work was completed to address the cost of telecom for the City. This project has resulted in over \$20,000 per year in savings to the City.
Credit Card Security Policy	5%	Enterprise	City	This work is being done in conjunction with the Finance Department to ensure we are following all requirements for credit card security handling.
E-Docs Full Inventory	57%	Enterprise	Legal	This effort was done to get an idea about how the City handles documents so that we can plan for e-discovery.
HW/SW Database	100%	IT	IT	This project is being completed as a starting point for a configuration and disaster recovery management system.
Implement new Wastewater Software - Canceled	100%	PW	Wastewater	It was determined that in house development and CRM can meet the needs of the organization without the need for any additional software purchases.
Police DR Implementation	28%	PD	PD	Provide System back-up in case of disaster
Information Technology DR Plan 2007	35%	IT	IT	Provide System back-up in case of disaster
Oracle Applications to New servers	100%	Oracle	Finance	This work was done to create a stable platform for this system and to reduce overall costs.
Oracle Super User retraining	100%	Oracle	Finance	This work was done to re-invigorate the super users, to make sure they understood the system and to help them recommend upgrades to the system.
Oracle OS Upgrade	100%	Oracle	Finance	This was necessary to get all servers on to a supported version of the Linux operating system.
Telephone maintenance. RFP - Canceled	100%	Telecom	IT	This project was not necessary as we opted to renew our existing contract for another year. We will need to bid maintenance in 2008.
PITS/SCSI Upgrade	100%	Database	City	Database upgrade done to take advantage of newer and better technology.
Record/Document Management	10%	Enterprise	CMO	This effort was undertaken to address the ongoing support and implementation of electronic records and document management. This work will continue in 2008.
SDE Upgrade	100%	Database	PW	Necessary to keep GIS software up to date and supported.
Security Analysis Tessitura	25%	Database	AC	This work is being done to increase the security of the system to ensure that users have the proper rights to the system to perform their job.



Projects	Percentage Complete	Type of Project	Customer	Project Goal / Overview
Storm water Fly over (impervious area update for UB)	100%	Enterprise	PW	This is being done to support new storm water maps.
Tech Support for Budget	100%	Oracle	CMO	This project was necessary to support changes in the Oracle system to support procedural changes to the budget process.
Tessitura Upgrade to SQL 2005	100%	Database	AC	Required system upgrade, needed to keep our system supported.
Utility Billing Software Replacement (CIS)	85%	Enterprise	Finance	This project is being done to replace an ageing system and provide a modern platform for this required function.
Cable Bid for Data and Telecom	18%	Database	IT	This project will allow us to leverage our cable bids across an entire year to reduce cost and simplify cabling projects.
HR Family Pack	100%	Oracle	Finance	This is an annual required system upgrade.
My Call Pilot External Web Access	2%	Enterprise	IT	This project will allow for remote internet based access to voice messages.
Off site media Storage and Database	0%	Enterprise	IT	This tool is necessary to track the movement of back-up media to secure data and support disaster recovery efforts.
Project Methodology Rollout	100%	Enterprise	CMO	This project was completed to create a standard way to run and report on projects throughout the organization. Processes and tools are in place and project managers have been trained.
Supercharge Conversion to transcend SQL Server based	0%	Database	AC	This is a mandatory upgrade that has been postponed by the vendor. It will likely happen in the 1st quarter of 2008.
AP Automation - Not Completed moved to 2008	100%	Enterprise	Finance	This project was considered to provide ties from the purchasing system to the document management system.
City hall IP Phones (expansion)	3%	Enterprise	IT	This is a place holder in case we need to expand our phone capabilities at City Hall in 2007. To this point no expansion has been needed.
PBX Software Updates	33%	Enterprise	IT	This project is necessary to keep our telephone system on a supported version.
Printable Online Employee Directory - inside.arvada.org	0%	Enterprise	IT	This is a service that will allow users to print phone directories on demand and eliminate the need to mass produce these directories.
Staff Directory on arvada.org	0%	Enterprise	IT	This service will allow contact information to be made available to the public.



Projects	Percentage Complete	Type of Project	Customer	Project Goal / Overview
Symposium Server Hardware Upgrades	1%	Enterprise	IT	Not needed at this point but will likely be required in 2008 to keep the symposium call center management software in a supported state.
Tessitura Upgrades #1	100%	Application	AC	The first of two mandatory system upgrades.
Tessitura Upgrades #2	100%	Application	AC	The 2nd of two mandatory system upgrades.
Web Based Oracle Training RFQ	100%	Enterprise	Finance	This project was done to determine if web based training was affordable and beneficial to the City. We chose not to pursue a solution based on the results of the RFQ.
Upgrade Oracle HR Benefits Module	50%	Enterprise	HR	This project was canceled by HR.
Rewrite UTB Bill Layout for ACH Canceled	100%	Application	Finance	This work was considered but not completed due to our focus being placed on the replacement of the UB system.
Permits upgrade	100%	Application	PW	Required to keep the product current and supported b the vendor.
RMAN Stor Server - Moved to 2008 project list	100%	Enterprise	IT	Improved Backup and Recovery Product
Employee Review Project	66%	Enterprise	HR	Align employee reviews with City Strategy
HR Self Service	100%	Enterprise	HR	This project was evaluated and determined not necessary in 2007. This work will be required in 2008 to support the employee performance review process.
E-Discovery Compliance	71%	Enterprise	Legal	This project was done to address through hardware, software and policy new federal mandates regarding discovery.
Total Compensation Letter Report	100%	Application	HR	This project was done to proactively work with employees to understand total compensation.
Daylight savings time Oracle Update	100%	Oracle	Finance	This was necessary work to support the change in dates for daylight savings.
AP Checks to XML Publisher	100%	Oracle	Finance	This project was done to provide a better solution for the AP check process.
Tessitura Test and Dev Instances to VMWARE	100%	Application	AC	This project was done to lower overall system costs and provide robust development and testing environments for the Tessitura system.
AC Subscription Campaign	100%	Application	AC	This is an annual process done to support the sales of subscriptions to patrons. This process may be automated in the future to reduce the annual set-up work load.
Child Advocacy Center Database	100%	Application	PD	This is a tracking system needed to help mange this operation.



Projects	Percentage Complete	Type of Project	Customer	Project Goal / Overview
Develop AFPD DR Plan	88%	Enterprise	AFPD	Work requested by the Emergency Manger to address Disaster Recovery needs for the AFPD.
Crosswalk Arvada IT/PD DR Plan w/EOP	5%	IT	CMO	This project was done in support of City Emergency Management processes our role was to support Jim Lancy in his work.
Develop/ID Incident Management Software	70%		CMO	This project was done in support of City Emergency Management processes our role was to support Jim Lancy in his work.
Develop GETS System for Arvada EOC	100%		CMO	This project was done in support of City Emergency Management processes our role was to support Jim Lancy in his work.
Complete Arvada COOP	100%	Enterprise	CMO	This project was done in support of City Emergency Management processes our role was to support Jim Lancy in his work.
Web EOC Staff Training	0%	Enterprise	CMO	This project was done in support of City Emergency Management processes our role was to support Jim Lancy in his work.
Update all EOC Manuals and Resource Lists	3%	Enterprise	CMO	This project was done in support of City Emergency Management processes our role was to support Jim Lancy in his work.
Develop Arvada OEM Accreditation Plan	0%	Enterprise	CMO	This project was done in support of City Emergency Management processes our role was to support Jim Lancy in his work.
EM Planning Meetings	74%	Enterprise	CMO	
EDI - Xcel Energy Project	100%	Application	PW	This small project was done to produce better information on pole repair costs from XCEL Energy.
Tessitura Support	93%	Application	AC	Daily support of system
Faster Fleet System Purchase	100%	Application	PW	This was pre-work done in advance of the system purchase and implementation which will happen in 2008.
Oracle PSB Upgrade	100%	Application	Finance	This project was required to take advantage of new PSB functionality from Oracle.
Oracle DR Re-Build	51%	Application	IT	
Web ADI	31%	Application	Finance	This project is done to provide a web based easy to support version of this application.
Oracle Discover upgrade	91%	Application	Finance	This project was necessary to replace an de-supported version of Discoverer. This will also simplify support for this system as no software is required on each desktop computer.
Oracle year end processing	78%			This is an annual process to ensure that we meet all reporting requirements for the City, primarily affecting the payroll module.



Projects	Percentage Complete	Type of Project	Customer	Project Goal / Overview
PSB Extract Coordination	4%			Assist Finance in PSB Extraction
Wastewater Database Project	14%			This project is being done to provide support for the wastewater divisional activities.
Management Projects 2007	70%			
Daily Work	99%			Daily Tasks
Setup Replacement Fund Project Funds	100%	IT	IT	Manage the Computer Replacement Fund for the 2007 allocation and request budget changes for 2008
Start the 2009-2010 Budget Process	4%	IT	IT	Some work was done with departments to have them start thinking about their technology needs.
Employee Reviews and Development Plans	66%	IT	IT	On-going
Implement IT Security Policies	78%			This project will position the City to provide secure and stable computer systems.
Create Departmental Project Management process	100%	IT	IT	A new process was created using Microsoft Project software. A critical path of projects were identified and staff attended bi-weekly meetings to review these
Plan IT staff moves, PD and Management	100%	IT	IT	Changes to the first floor lunch room were completed and staff moved into the space
Assist with the City Hall Expansion project	100%	Enterprise	IT	Cabling was planned, procured, installed, phones and computers were moved to temporary or permanent locations for customers
PR in Departments, IT Visit	78%	IT	IT	Meetings were held with all departments except AURA/AEDA and PG&HS - reminders were sent about this request
Update Strategic Plan	100%	IT	IT	Completed and posted on the web
Update Business Plan	100%	IT	IT	Completed and posted on the web
Update Infrastructure Plan	75%	IT	IT	Completed and posted on the web
Update IT Standards	100%	IT	IT	Completed and posted on the web
Finish Reorganization of Front Desk Personnel	91%	IT	IT	This project was with Finance to move around duties at the front desk so that one staff member was freed up to manage cash for the city. More work will be done with remaining staff on tasks and new duties relating to 3-1-1
Digital City @ Candelas	10%	IT	IT	Met with developers, created a power point with information, talked with state CIO about potential for assistance. Another location may have to be picked since development has started on this property



Projects	Percentage Complete	Type of Project	Customer	Project Goal / Overview
Network Systems Projects 2007	73%			
Daily Tasks	92%			Continue to do what the basic job description describes.
ESRI, Autocad Upgrade	100%	Application	PW	Upgrade the license server and ACAD application to the latest version ACAD2008
GIS Server License/Arc IMS Upgrade	100%	Application	PW	Upgrade the license server and ACAD application to the latest version ACAD2008
UPS Upgrade	100%	Enterprise	City	Replace the outdated Computer room UPS with a more modern reliable UPS system
San Replacement	100%	Enterprise	City	Replace the current enterprise SAN with a new system that maintainable, upgradeable and highly redundant.
Security Passwords	3%	Enterprise	IT	Setup passwords that meet the guide lines of the new password policy.
Active Edirectory SYNC	100%	Enterprise	IT	Get the two city user databases to sync automatically with Edirectory being the primary directory
ZenWorks software for Network Management	14%	Enterprise	IT	Get support staff to better utilize this tool to help them perform their jobs more effectively.
A/V Equipment Redo	28%	Enterprise	IT	Work with KATV to evaluate needs in City common area conference rooms
Desk Top Faxing and IVR Menus	0%	Enterprise	IT	This project will enable faxing from any users desktop.
Group Wise 7.0 Upgrade	5%	Enterprise	City	Upgrade to the latest fully support version of the email system used by the city
Password Self Service	32%	Enterprise	IT	To help users better manage their network login passed, if forgotten the users will be able to change their own password.
Radius Server for Remote Users	0%	Enterprise	IT	A system that would authenticate users to city wireless network before use
Server Hardware Replacement	43%	Enterprise	IT	Replace hardware as necessary to keep under current support contract
Track-it Self Service	100%	Enterprise	City	Implement the system to better manage all the helpdesk calls that come to IT.
WLAN Install 802.1X	15%	Enterprise	City	Create hot spots for PD staff at a variety of city location to keep them from having to drive back to city hall and to provide wireless access to the network for other city staff in city facilities to help them work more efficiently.
Break out PD Subnet	35%	IT	PD	Provide enough IP addresses for new equipment that is being added to the network like printers and computers.



Projects	Percentage Complete	Type of Project	Customer	Project Goal / Overview
E-Mail Archiving	73%	Enterprise	Legal	Be able to meet new legal requirements for archiving electronic data. This just meets the need for email.
PC Replacement Planning	73%	Enterprise	City	Current computer are not longer under maintenance and the process needs to be changed on how all the computers are managed. This project is to evaluate new solutions and come up with a recommendation to replace our current process and system.
Web Security w/lprism Blocking	0%	Enterprise	IT	Enforce the city's internet use policy.
AFPD Computer Support	35%			Help out with the AFPD computer systems when needed.
Police Projects 2007 and 2008	71%			
Daily Tasks	64%			Daily Support of systems
Communications Center Move	100%	Enterprise	PD	Updated equipment and larger space for dispatch
CopLink	100%	Application	PD	Increased arrests and shared information with other police departments
I/Mug System Installation	100%	Application	PD	Integrate system with other police departments
New Custody Report	100%	Application	PD	Integrated system with records management and ease of use
Police Car Reconfiguration	100%	Hardware	PD	Improved ergonomics and improved officer safety
Radio System Upgrade	100%	Hardware	PD	Replaced obsolete equipment
Radio System Rebanding/Retuning	54%	Hardware	PD	System upgrade - keep up with latest version
Adore System Upgrade	100%	Application	PD	Improved radio system reliability
Microwave/T1 Upgrade	100%	Hardware	PD	Upgrade to system - keep up with latest version
Upgrade I/Informer	100%	Application	PD	Upgrade to system - keep up with latest version
PD IT Staff Move	57%	Enterprise	PD	More space and improved working conditions
Server OS Upgrade	100%			Replaced obsolete equipment
Intergraph Upgrade	93%	Application	PD	Upgrade to system - keep up with latest version
Print Shop Projects 2007	52%			
Daily Work	47%			
Printing 1st quarter	100%			
Printing 2nd quarter	55%			



Projects	Percentage Complete	Type of Project	Customer	Project Goal / Overview
Print Shop Press RFP	0%			
Printing 3rd quarter	71%			
Printing 4th quarter	68%			