

City of Arvada

Information Technology

2012 Playbook



Adopted February 2012

What We Do

Vision:

“Providing value through innovative technology and excellent service” (ADOPTED 12/07)

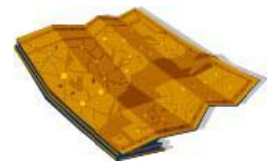
Mission: We intend to be the best at identifying and implementing technology and business solutions that prove to be effective and efficient to meet the City’s business needs. Our employees skills, combined with their commitment to customer service will allow the City of Arvada to become an effective technology service organization for the citizens of Arvada. (ADOPTED 06/01)

IT’s Brand: “Great Technology Great Service “
(ADOPTED 08/08/08)

HOW WE DO IT



The technology roadmap defines where you today and where you are going tomorrow. The target state represents your destination. It is a comprehensive enterprise technology strategy and gives the reader a clear understanding of the goals.



The IT playbook represents the WHO and WHEN for each year. It is a comprehensive guide on how to get to the target state, who is accountable, how long it will take you and how much it will cost.

Information Technology Priorities guided by the City Focus Areas



Sustainable and Vibrant Community

We strive for a strong sense of identity and connection among community members through active listening and transparent processes



Safety and Security

We ensure a safe and secure city through professional enforcement of codes and ordinances and emergency response



Physical Infrastructure

We build and maintain Arvada's structures and facilities including streets, parks, water, sewer and drainage systems



Economic Vitality

We attract and support businesses that provide local jobs and increase the City's revenue base



Organizational Effectiveness

We provide ethical, effective services and maintain fiscal stability and accountability



Sustainable and Vibrant Community

We strive for a strong sense of identity and connection among community members through active listening and transparent processes

Community

Service	Current State	Target State
Web Sites	<ul style="list-style-type: none"> ➤ Home grown system called LAMP, with content management for users to manage pages 	<ul style="list-style-type: none"> ➤ Source code is available to other government entities ➤ Hosted web sites/servers
Social Media	<ul style="list-style-type: none"> ➤ Significant use of multiple media sources: Facebook, Flickr, Twitter, YouTube, Indeed, Userveice, LinkedIn 	<ul style="list-style-type: none"> ➤ Adequate security ➤ Keep up with current trends
Credit Card Usage	<ul style="list-style-type: none"> ➤ Can expect payments on-line. Payments are done through specific (silo'ed) applications 	<ul style="list-style-type: none"> ➤ A single credit card processing backend to ensure PCI compliance ➤ Single shopping cart concept for application to use ➤ PCI compliant

Initiatives : Web Sites -

- Arvada Center Web Presence Re-Design
- AURA Perpetual Release
- Banquets Perpetual Release
- City of Boulder Partnership
- Search Engine Improvements



Safety and Security

We ensure a safe and secure city through professional enforcement of codes and ordinances and emergency response

Court Records

Service	Current State	Target State
Document Management	➤ Opentext software	➤ On latest version
Docket Scheduling	➤ FullCourt software	➤ Dockets available on-line
Integration With Police Records	➤ Minimal integration with Intergraph	➤ Full integration with I/LEADS ➤ Connected to E-citation system
On-Line Payment For Offenses	➤ Limited	➤ All offenses can be paid on-line
Phone Assistance for Customers	➤ Non-automated, staff member must answer phone	➤ An IVR system to assist court customers
Telejustice	➤ Limited, obsolete video arraignment capabilities ➤ No alternative appearance method available	➤ Expand video arraignment capabilities ➤ Video court appearance capability

Initiatives: Court Systems

- Perform upgrades to allow for IVR function
- Integration with E-citation
- Video arraignment replacement
- API for Oracle and Full Court
- Laptops for the Bench for Judges

Police

Service	Current State	Target State
Specialized Systems	➤ Multiple diverse systems targeted at single functionality	➤ Current software and hardware ➤ Integrated systems in cars ➤ In-car audio/visual ➤ Individual audio/visual
CAD/RMS	➤ Intergraph's CAD/RMS/Mobile/AVL ➤ Oracle based	➤ Latest version of software ➤ SQL Server database ➤ Replacement system

Initiatives:

- Specialized Systems Upgrades - Patrol Car Reconfiguration, Internal Affairs System, Training Records, Fingerprint System, Pictometry Upgrades, E-Citation Implementation, PDRC Replacement
- Radio System - P 25 Simulcast upgrade with Westminster
- Intergraph Upgrade - Upgrade of Police Department's Foundational CAD/RMS/Mobile Computer Systems, Migrate from Oracle to SQL database, complete address standardization to Postal Standard
- Court Systems - Phone/IVR functionality, electronic citation integration

Audit/Compliance

Service	Current State	Target State
CJIS Compliance	➤ Not Compliant	➤ Compliant, perform annual review ➤ Successful FBI and CBI audits

Initiatives:

- CJIS-Criminal Justice Information System Security Compliance - Newly mandated enhanced security requirements need to be met to comply with recently enacted Federal standards in such areas as access control, incident response, physical and virtual protection, authentication, auditing, etc.



Physical Infrastructure

We build and maintain Arvada's structures and facilities including streets, parks, water, sewer and drainage systems

Permitting

Service	Current State	Target State
Permitting	<ul style="list-style-type: none"> ➤ Old System that needs replacement ➤ Evaluating bids to RFP, plan to replace 2013 ➤ Available to field inspectors 	<ul style="list-style-type: none"> ➤ A new permitting system ➤ Electronic plan views are available ➤ Planners have dual monitors ➤ Server is in a hosted environment

FY12 Initiatives:

- Permit Systems Replacement – RFP replacement for current system

Mapping

Service	Current State	Target State
Mapping Services in general	<ul style="list-style-type: none"> ➤ Old license server ➤ Shared Oracle database ➤ Supported by GIS – not IT 	<ul style="list-style-type: none"> ➤ GIS services are supported by IT ➤ GIS is on a current system ➤ GIS uses a SQL database
Address mapping	<ul style="list-style-type: none"> ➤ Disparate business units cause non-standard data 	<ul style="list-style-type: none"> ➤ A single standardized address master dataset
Asset Management physical infrastructure	<ul style="list-style-type: none"> ➤ Does not exist 	<ul style="list-style-type: none"> ➤ A spatial representation of all assets in the city

FY12 Initiatives: GIS

- Address Standardization Project
- SDE Upgrade



Organizational Effectiveness

We provide ethical, effective services and maintain fiscal stability and accountability

End User Devices

Service	Current State	Target State
Tablets	<ul style="list-style-type: none"> ➢ Limited use, testing mostly 	<ul style="list-style-type: none"> ➢ Tablet computers in all police cars by 2013 ➢ Support any device through virtualization and improved security ➢ Browser based applications and a thin client model
Mobile Phones	<ul style="list-style-type: none"> ➢ IT supports email and calendar connectivity for mobile phones through a BES server ➢ Business units purchase, pay for and manage their own devices & plans. ➢ Mix of carriers and devices 	<ul style="list-style-type: none"> ➢ Mobile devices are connected to city's unified communications system, making it so employees can forward their calls to their mobile phone and not have to give out their number ➢ Video Conferencing via mobile phone ➢ BYOD model for employees that do not require a city owned device ➢ "AppStore" model to supply city apps to end users ➢ Policies in place for e-disc
Desk phones	<ul style="list-style-type: none"> ➢ Old PBX based phones 	<ul style="list-style-type: none"> ➢ IP based phones – handsets where needed, softphones for everyone else. ➢ Voicemail connected to email and mobile phone ➢ Easy to access phonebook and contacts

FY12 Initiatives

- 1) Mobile Device Management - Develop policies and implement device management software for smartphones, tablets and laptops
- 2) Internal Phone System Replacement – VOIP RFI/RFP, Deployment

Tickets and Marketing

Service	Current State	Target State
Tickets/Marketing	<ul style="list-style-type: none"> ➢ Tessitura system running on SQL 	<ul style="list-style-type: none"> ➢ System is on a hosted server ➢ Integrated with IVR and call center ➢ Tickets are available on the web

FY12 Initiatives Arvada Center Ticketing System -

- Tessitura Upgrade to V1 - Tessitura SQL Upgrade
- T-Stats Implementation

End User Devices

Service	Current State	Target State
Desktops / Laptops	<ul style="list-style-type: none"> ➤ 500 HP desktops ➤ 80 HP laptops purchased in 2008 ➤ 76 Panasonic Toughbook (70 in PD, 6 for inspectors) ➤ All run Windows XP (a few Windows7) ➤ Replacement cycle = 5 years, next in 2013. ➤ 10% currently virtualized, goal of 80% 	<ul style="list-style-type: none"> ➤ A Bring Your Own Device (BYOD) model. ➤ Reduced # of desktops/laptops purchased, and reduce replacement funds for these devices ➤ Goal of 50% BYOD ➤ Better monitors and keyboards
Desktop Virtualization	<ul style="list-style-type: none"> ➤ ~600 desktops only 20% virtualized using VMware and managed by Citrix and AppSense ➤ Not stable yet, still finding issues 	<ul style="list-style-type: none"> ➤ Support a level of 70-80% BYOD through virtualized environment. ➤ Cloud-based Virtual Machines ➤ Easy to manage

FY12 Initiatives Desktop Management -

- SQL Database for virtualization
- HR Pilot, IT Pilot
- End User Management
- Business Analysis, Computer Replacement
- Workstation OS Upgrade, Workstation Imaging System Upgrade

End Users

Service	Current State	Target State
Email & Calendaring	<ul style="list-style-type: none"> ➤ GroupWise for 850 users ➤ GW Archive ➤ Web enabled ➤ BES integrated 	<ul style="list-style-type: none"> ➤ Cloud-based ➤ Integrated with phones ➤ Shared calendars and sharing of personal calendars ➤ Better calendars for Arvada Event Center scheduling
Office Productivity	<ul style="list-style-type: none"> ➤ Office XP & 2000 	<ul style="list-style-type: none"> ➤ Office 2010 ➤ Cloud options

FY12 Initiatives Office Productivity & Email - Cloud Email, Upgrade Office Suite, XP Upgrades

Service Management

Service	Current State	Target State
ITIL Processes	<ul style="list-style-type: none"> ➤ The following processes in place: change management, incident management, problem management and ticketing 	<ul style="list-style-type: none"> ➤ Full ITIL implementation including: availability, capacity, configuration, security and release management and continuous improvement

FY12 Initiatives

- ITIL Process Implementation
- Incident Management
- Capacity Management

App Protection and Authentication

Service	Current State	Target State
Application Authentication	<ul style="list-style-type: none"> ➤ Every Application has its own username and password authentication 	<ul style="list-style-type: none"> ➤ AD authentication is used for single sign-on (SSO)
Network Authentication	<ul style="list-style-type: none"> ➤ Authentication is performed in AD 	<ul style="list-style-type: none"> ➤ AD is used for SSO and/or advanced authentication techniques (biometrics)

FY12 Initiatives

- Passwords: Sync, Self-Service Resets, Single Sign on, Two Factor

Audit / Compliance

Service	Current State	Target State
Network Access Audit	<ul style="list-style-type: none"> ➤ None currently ➤ Purchased Net vision and starting to implement 	<ul style="list-style-type: none"> ➤ Annual network audits on: access response, rights, monitoring
PCI Audit	<ul style="list-style-type: none"> ➤ Not performed today 	<ul style="list-style-type: none"> ➤ Annual PCI audit including network scan
Application Penetration Testing & Access Control Audit	<ul style="list-style-type: none"> ➤ Not performed today 	<ul style="list-style-type: none"> ➤ Annual penetration tests/audit of access controls

FY12 Initiatives

- Credit Card Security Compliance - PCI Compliance Projects are: DMZ, Security Policy, Wireless Security, File Integrity, Network Penetration, Server Review and Documentation

CIS and Media Services

Service	Current State	Target State
Customer Information System	<ul style="list-style-type: none"> ➤ Runs on Oracle ➤ Three years old 	<ul style="list-style-type: none"> ➤ Web based ➤ On-line payments are available ➤ Integrated with VOIP/IVR ➤ Monthly payments are available ➤ Black box remittance processing is available
Meetings – Video and Live Broadcasts	<ul style="list-style-type: none"> ➤ Record city council meetings ➤ Other meetings in chambers ➤ Live Streaming to web ➤ Pod Casts posted on web 	<ul style="list-style-type: none"> ➤ Digital Audio recordings in multiple locations

FY12 Initiatives

- Audio Recordings for City Meetings

Technology

Service	Guiding Principles
Operational services including Databases, Servers, Business Applications	<ul style="list-style-type: none"> ➤ Maintain/Upgrade critical systems in a timely manner to ensure accessibility ➤ Align business applications with the needs of the business units
Administrative Services including: Strategic Planning	<ul style="list-style-type: none"> ➤ IT Reorganization, Digital Cities, Revitalize Recognition System, Strategic Planning and Project Planning, Operations Planning Week, On-going training, Shared Services ➤ Involve business unit managers and employees in decision making ➤ Watch technology trends in city services and create a culture of innovation ➤ Support city-wide strategic planning ➤ Provide project management for all projects involving IT services ➤ Re-visit the Technology Roadmap and Playbook annually

FY12 Initiatives

IT Operational & Maintenance Projects - Upgrade DB1 database, Backups, DR Testing, Upgrade Teleworks, Upgrade APC UPS and monitoring, McAfee and EPO upgrade, Update Workstation Standards, Stor Server health-check and VCB Backup, Oracle Family Pack Upgrade, Bank Conversion, Faster on Rugged Laptops, Increase bandwidth.

IT Management Projects - IT Reorganization, Digital Cities, Revitalize Recognition System, Strategic Planning and Project Planning, Operations Planning Week, On-going training, Shared Services



Economic Vitality

We attract and support businesses that provide local jobs and increase the city's revenue base

Sales Tax

Service	Current State	Target State
On-line Tax Payments	<ul style="list-style-type: none"> ➤ New system – MS Govern ➤ Runs on Oracle DB ➤ Is hosted in-house on a virtual machine 	<ul style="list-style-type: none"> ➤ A stable system, available via the web

FY12 Initiatives Sales Tax System –

- MS Govern
- SQL DB
- in house on virtual machine
- available as on online service