

City of Olympia, Washington
Strategic Technology Plan Update
2006



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1.0 Introduction

The City of Olympia Strategic Technology Plan Update is a companion document to the original plan adopted in October 2004. This update is a snapshot in time and describes the current technology projects for 2006 as well as previously completed recommendations and projects relating to the original plan. Included in this document are descriptions of the City's technology vision and mission, current goals, guiding principles, technology governance, business drivers, and service objectives.

2.0 Information Technology Strategic Direction

2.1 Technology Vision and Mission

Over the last five years, technology has become integral to the success of nearly every facet of government and in the services it delivers to citizens. From a citizen view, technology makes life easier by providing services that are flexible, dependable, and available, often without a trip to City facilities.

This Strategic Technology Plan has been developed in response to the community and its expectations of City government and defines the City's approach to providing services and access to government through the use of technology. In this context, the City of Olympia states its Technology Vision and Mission:

Technology Vision

Responsive Government Services through Technology

Technology Mission

The City of Olympia will be a model in using technology to make service delivery accessible, efficient, and effective.

2.2 Strategic Technology Goals

The Strategic Technology Goals provide the direction in which the City will use technology services to support its business. Each goal will be met through a series of projects. The goals serve as criteria for prioritizing the use of resources needed to develop new technology.

1. Data Management: The City will invest in the capability to make information available (both as data and in its original form) through secure electronic transmission in order to improve its accuracy and efficiency, and to use information for planning, decision support, developing trend information, and for identifying potential anomalies (e.g., fraud, illegal transactions) in services.
2. e-Government: The City will expand its service delivery so that a personal computer connected to the Internet becomes a point of service that is accessible to anyone in the community and that customers can conduct business with the City through electronic media. The City will also develop an Intranet to provide self-service, information access and web based applications to City employees.
3. Remote and Wireless Access to Technology Systems and Data: The City will develop the capability to provide up-to-date and real-time information for City employees where the work is performed including data entry and retrieval from remote locations.

2.3 The Business Drivers for Technology

The Business Drivers for Technology serve as a bridge between the business and technology assumptions and the goals for technology activity during the next five years. They provide a framework for determining which technology investments will add value to the City's service structure and will assist the City in moving toward its intended future. The following drivers have been identified as the focus of City government for the five years ending in 2009. Business and technology leaders have taken two approaches to the drivers: a high level overview and a more detailed view. Both are incorporated into the following list.

1. Customer Expectations

Those who interact with government have new and different expectations that will become widely expressed during the tenure of this plan. They include:

- Increased access to information and services;
- Increased convenience in delivery of services and expansion of self-service options; and
- Expectations of accountability in government to assure that services are delivered equitably and effectively.

Technology will have a major role in responding to these expectations through systems that provide access to convenient services and provide the data necessary to support accountability.

2. There will be a decline in resources (financial, human, natural) during the next five years.

The decline in resources is caused by several factors. Tax reform, driven by citizen initiatives, has brought about a decline in dollars available to accomplish government objectives. Retirements will impact the City workforce over the next five years, creating areas in which skills and experience are needed. Natural resources will decline based upon consumption. Technology can impact all of these issues through approaches such as:

- Systems that provide on-line access to many City processes including permit applications (and payments), status of application permits, filing police reports, receiving and tracking complaints, employment applications, utility billing, taxes, licensing, and accident reports, all of which decrease the human intervention necessary to provide services.
- Data transfer and data access in real-time from remote locations where the work is performed.
- Electronic access to spatial (geographic) information for City-wide asset management, use, permit, utility, crime solving, and officer safety.
- Document management technology that will make paper documents, voice information, photographs, and drawings instantly available at lower storage costs.

3. Complex Issues Require Multi-Departmental/Multi-Agency Coordination

Government has become interdependent. Citizens tend to be interested in services without regard to the city or department providing them. Limited resources require efficiencies that will cause municipalities to share services and avoid redundancy—between departments and between governments. These issues are complex and will require multi-agency and multi-department planning to develop fewer systems that support more business requirements.

4. Increased Demand for More and Faster Services

Despite decreasing resources, the community is demanding more and faster services. While some of this increased demand is expressed in requests for new services, it is often articulated as an expansion of current services. In households where both partners work, the demand is for service availability outside the traditional workweek. The accessibility to personal computers connected to the Internet brings demands for e-Government and e-Commerce services. Technology must respond to these demands with new applications that make government services available to people in their homes.

5. Legal Mandates

Federal and State law (Revised Code of Washington), audits, court rulings, and public records requirements are mandating special measures for securing information. These mandates are for the most part unfunded. They will require that technology take extraordinary steps to safeguard and secure data to assure:

- Confidentiality of protected information;
- Privacy regarding personal data held by the City;
- Limitations on access to data through security to ensure that information is used only for its intended purpose;
- Security around the transfer of data between government agencies;
- Retention and backup of information, particularly in the face of natural disasters and technical emergencies; and
- Procedures and safeguards around destruction of data when legal mandates so dictate and as equipment becomes obsolete.

6. Reliance on Technology

The City of Olympia relies on technology to provide its current level of services and to maintain City government. During the next few years, the City can expect its reliance on technology to increase and will need to invest in the resources to effectively manage and allocate this vital resource.

7. Security and Access Management

The need for easy access to data often competes with the need to secure the same information (See: Legal Mandates above). Risk analysis is a tool that balances the need for access and the need for security to come up with the proper level for both.

8. Telecommunications Management

The current City phone system is expected to be viable through the life of this plan and should be able to serve the expanding needs of the City. A formal review of its continued viability will be conducted in conjunction with the construction of the new City Hall.

2.4 Technology Guiding Principles

The City has developed Technology Guiding Principles as a framework in which decisions are made.

1. Management of Technology Assets: Provide good stewardship of the technology resources upon which the City depends.
2. Resource Planning: Develop a process to fund the resources necessary to achieve the City's technology goals.
3. Security: Maintain secure systems that assure that information is kept safe and free from misuse.
4. Emergency Management and Business Recovery: Identify systems that are mission critical (that must be operational in case of a disaster); develop plans for making systems redundant, data reliable and recoverable; and make plans for technology business resumption.
5. Optimize Existing Systems: Enhance existing systems to retain the value of current assets. This includes developing new interfaces, interoperable applications, improving data access and data access tools, providing new reporting capabilities and tools, and enhancing training for end-users.
6. System Interoperability: Invest in technology to electronically exchange data through secure means with other government entities and business partners.
7. Temporary Solutions: Temporary or short-term technology solutions may be needed to respond to current business needs. These solutions will be implemented with the knowledge and agreement that the solution will be abandoned when those needs are met by a later system as part of the City's overall technology strategy and/or an enterprise solution is implemented.
8. Interagency Coordination: Investigate and promote projects with other government entities to share infrastructure and data in order to provide better access to government throughout the region.
9. Institutionalize Staff Knowledge: Investigate using technology to retain the knowledge of its staff as a resource and asset.
10. On-Going Strategic and Tactical Technology Planning: Develop a formalized, scheduled process to develop and update this Strategic Technology Plan, the Three-Year Implementation Plan, and the policies and procedures associated with technology management.

2.5 Technology Governance

Governance assures proper oversight of the City's technology assets. The City governs technology through: The City Executive Team; The Technical Advisory Committee; and IT Services Division Management. Not all assets require the same level of oversight. Which entity governs depends on the importance of the issues involved.

There are five areas to which oversight is applied:

- Strategic Planning;
- Policy;
- Information Technology Project Oversight;
- Information Technology Asset Management (equipment, data, programs, and services); and
- Information Technology Funding.

The three entities that govern the City of Olympia technology system are:

- The Executive Team made up of the Department Directors, the City Manager, and the Assistant City Manager;
- The Technology Advisory Committee (TAC) made up of representatives of the City Departments that advise the Executive Team;
- The IT Services Division that is responsible for technology operations.

The TAC supplements the governance process through the use of subcommittees that consider specific policy issues and projects. The GIS, Records and the Web Coordinators Committees are currently working with the TAC and IT Services staff to advance technology in the areas of geospatial data, records management and web services.

Governance activity can be summarized as follows:

| | IT Services Division | Web, GIS & Records Committees | Technology Advisory Committee | Executive Team |
|---------------------------|---|--|---|---|
| Strategic Plan | Prepare, Collaborate, and Recommend | Collaborate and Recommend | Collaborate and Recommend | Approval |
| Policy | Prepare, Collaborate and Recommend | Collaborate and Recommend | Collaborate and Recommend | Approval Assure Compliance |
| Project Governance | Manage Low Risk, Medium Risk and High Risk Projects | Oversight of Medium and High Risk Projects | Oversight of Medium and High Risk Projects | Oversight of High Risk Projects |
| Asset Management | Maintain Portfolio | Review Portfolio | Review Portfolio | Assure Compliance |
| Funding Management | Develop budgets based on City business needs and support of City-wide technology infrastructure | N/A | Review Capital budget and recommend to the Executive Team | Review budget and recommend to the City Council |

The IT Services Division has primary responsibility for developing and updating the Strategic Technology Plan on at least an annual basis. The Technical Advisory Committee (TAC) collaborates on the plan, and recommends it for approval to the Executive Team. The Executive Team approves the plan and recommends funding for projects to the City Council as part of the Capital Facilities Plan.

Technology policies are addressed in Administrative Guideline #28. The policy is divided into four sections relating to Computer Use, Security, Procurement and Telephony. Computer Use has been updated and approved by the Executive Team.

Information Technology project oversight is left primarily to IT Services. Many projects represent significant investments with potential risks that require a higher level of oversight. IT Services utilizes the following Risk Assessment Matrix for all technology projects:

- Low risk projects are managed and governed by IT Services;
- Medium risk projects are managed by IT Services and governed by IT Services and the TAC; and
- High risk projects are managed by IT Services and governed by IT Services, the TAC, and the Executive Team.

3.0 Information Technology Service Objectives

Section 2 is a review of Information Technology services and objectives supported by the IT Services Line of Business.

3.1 Information Technology Services and Solutions

| Service | Objectives |
|-------------------------|--|
| Network Services | To assure that the systems needed to support the business of the City are available 99.9% of the time. |
| Security | To ensure confidentiality, integrity, and availability of information stored within City systems. |
| IT Service Desk | To provide customers with a responsive, reliable, up-to-date, and centralized computing environment and technical support that meets customers' business needs. |
| Messaging and E-mail | To provide simple, user friendly, reliable, secure electronic communications and scheduling. |
| Remote Access | To provide City employees secure access to e-mail services, software applications, files, and voice data when they need to conduct City business from a remote location. |
| Wireless Communications | To provide City employees secure access to e-mail services, software applications and data from wherever they are working within the City. |
| Procurement | To acquire quality technology and technology services at the lowest price available to support the City's business needs in a timely manner. |

3.2 Application Architecture

| Service | Objectives |
|---------------------------|--|
| Applications Management | To develop, implement and maintain systems with innovative and creative solutions that provide functionality and data to meet the business needs of City Departments. |
| | To maintain employee training and awareness programs to support the most efficient and effective use of software applications throughout the organization. |
| Enterprise Applications | <p>To improve efficiency by utilizing common solutions wherever possible. The immediate benefits include:</p> <ul style="list-style-type: none"> • Cost savings resulting from single solutions rather than multiple solutions; • An ability to better share information; • Focused training on a few systems rather than many; • Reducing redundancy of data; • A better ability to share files, schedules, charts, and other documents; and • Common interfaces between few systems. |
| | To create a common “look-and-feel” for customers and staff when using City systems. |
| | To increased technological ability across the City Departments and allow some departments to have access to systems and information that they could not afford on their own. This will result in a common understanding of systems across the organization. |
| | To develop a common method for identifying and naming data, so that the same data is identified in the same way, wherever it is used in the City. This will result in the ability to look at information (data) in new and different ways and at different levels. |
| | To increase IT Services' ability to support the technology infrastructure, applications, and data needs of the City. |
| | To use industry standard approaches to architecture wherever possible to promote better efficiency. |
| Enterprise Infrastructure | To support an infrastructure that will meet the City's technology needs for applications, communications, capacity (future), and security. |
| | To manage capacity, speed, and bandwidth, so that applications can be reliable, available, and responsive. |

3.3 Telecommunications

| Service | Objectives |
|--------------------|---|
| Telecommunications | To assure that voice communications are available to City employees and those who communicate with the City 99.9 percent of the time. |

3.4 E-Government Services

| Service | Objectives |
|-----------------------------|--|
| Internet Content Management | To provide information and direct access to City government for those who interact with the City of Olympia. |
| e-Government | To develop services with a customer perspective; i.e., focusing on what the customer, as an end-user, assumes about the systems and expects from them. |
| | To use the Internet to optimize both the systems that deliver the services and the services themselves City-wide. |
| | To establish a prioritization matrix of e-Government and e-Commerce services. |
| | To the extent possible, Olympia should use technology and applications for e-Government services that are proven, secure, and stable with universal usability and accessibility. |
| | To ensure all Internet applications are thoroughly tested and secure before they are certified for production. |
| Intranet (Cityweb) | To be a resource to City Employees to meet their professional needs by allowing them the resources and facilities to perform work digitally. |

3.5 Geographic Information System (GIS) Services

| Service | Objectives |
|---------|---|
| GIS | To support Integration with enterprise application databases |
| | To provide a GIS system which provides modeling and mapping options for better decision making and analysis of City programs and services |
| | To provide a common platform with standards, metadata and centralized coordination of GIS data and maps |
| | To provide a system which serves both technical and non technical staff |
| | To allow for integration with an enterprise imaging system |
| | To improve methods, options for citizens to access spatially enabled data. |

3.6 Records Management

| Service | Objectives |
|---------------------|---|
| Imaging Systems | To ensure compliance with state records requirements for public records retention, public records requests and security |
| | To support integration with enterprise applications including Financial, Community Service, Public Safety, Parks & Recreation and GIS |
| | To support non proprietary file types based on open standards |
| Document Management | To provide a secure web based environment for collaboration and sharing of documents. |

3.7 Emergency Preparedness

| Service | Objectives |
|---|---|
| Disaster Recovery and Business Resumption | To return Mission Critical systems to full functionality as quickly as possible. |
| Technical Emergency Planning and Preparedness | To minimize business disruption first through prevention and then through a planned approach to restoring business functionality. |

4.0 Projects for 2006

Projects are defined as involving at least forty hours of staff time or involving a high level of risk management.

4.1 Projects Supporting Strategic Technology Goals

| Goal | Project | Description | Status June 30 th 2006 |
|------------------------|--------------------------|--|-----------------------------------|
| E-Government | Content Mgmt System | Implement Microsoft Content Management Software to support the City's Internet and Intranet sites content. | Completed |
| E-Government | New Website Design | Redesign the City's Website | Completed |
| E-Government | Granicus | Streaming video system for City Council meetings | Completed |
| E-Government | Intranet (Cityweb) | Redesign the City's Intranet for employees | Completed |
| E-Government | IVR/IWR Utilities | Interactive phone and web system for utility billing | Completed |
| E-Government | IVR/IWR Permits | Interactive phone and web system for permitting and inspections | Final Testing in progress |
| E-Government Data Mgmt | Looking Glass | Web based GIS system for City Employees | Completed |
| E-Government | Click2Gov | Web interface for HTE software applications | In progress |
| E-Government | Contact Mgmt | Web interface to HTE work orders system | In progress |
| E-Government | Citizen Request Tracking | Web interface for tracking citizen requests for services | In progress |
| E-Government | Parking Online | Online payment and inquiry system for parking enforcement | 4 th qtr |
| E-Government | Parks Online | Online payment and registration system for Parks | 4 th qtr |
| E-Government Data Mgmt | Sharepoint Portal Server | Document Mgmt software for the City's Intranet | 2007 |
| Data Mgmt | New World Report Writer | Report Writing software for the Police Department | Final phase |
| Data Mgmt | GIS Strategic Plan | Develop a citywide strategic plan for the City's GIS initiatives | In progress |
| Data Mgmt | SQL Reporting Server | Report writing software for the City's SQL databases | Completed |

| Goal | Project | Description | Status June 30th 2006 |
|----------------------------|---------------------------|---|---|
| Data Mgmt | Document Mgmt RFI | Research enterprise document mgmt and imaging systems | In progress |
| Data Mgmt | Digitize Microfilm | Convert the City's microfilm records to a digital images | 4 th qtr |
| Wireless/ Remote Access | Fire Wireless Inspections | Wireless system for Fire Inspections | Completed |
| Wireless/ Remote Access | Fire AMS | Message switch between CAPCOM and the Fire Dept. (tied to Wireless Inspections) | Completed |
| Wireless/ Remote Access | Biokey 4.0 upgrade | Upgrade Fire Dept software to latest version (tied to Wireless Inspections) | Completed |
| Wireless/ Remote Access | Network Remote Access | Develop systems to support remote access for City employees to our network | In progress |
| Wireless/ Remote Access | Water System Security | | In progress |
| Data Mgmt | Data Warehouse | Develop a data warehouse to integrate data from multiple applications across the City | Pending |

4.2 Projects Supporting Technology Service Objectives

| Project | Description | Status June 30th 2006 |
|------------------------------------|---|---|
| HTE Special Assessments | Software application to track Local Improvement District accounts | Completed |
| HR module | HTE Human Resources software application | 2007 |
| HTE Analytics | HTE reporting and analysis software for Work Orders and Water Consumption records | Completed |
| HTE Extended Reporting | HTE reporting module for Financial applications | Completed |
| HTE Training – Financials | Custom training based on business analysis for employees using the City's HTE Financial applications | Pending |
| HTE Business Analysis – Financials | Business Analysis of knowledge and use of the City's HTE Financial applications | Completed |
| HTE Business Analysis – CP&D | Business Analysis of knowledge and use of the City's HTE Community, Planning and Development applications | In progress |

| Project | Description | Status June 30th 2006 |
|---|--|---|
| HTE Training – CP&D | Custom training based on business analysis for employees using the City's HTE Community, Planning and Development applications | Pending |
| HTE Planning & Engineering application | Installation of HTE Planning & Engineering application for CP&D | Completed |
| HTE Business Analysis – Work Orders | Business Analysis of knowledge and use of the City's HTE Work Order application | In Progress |
| HTE Training – Work Orders | Custom training based on business analysis for employees using the City's HTE Work Order application | Pending |
| HTE Business Analysis – Project Acctg | Business Analysis of knowledge and use of the City's HTE Financial and Work Order applications for tracking Public Works Capital Project | In Progress |
| HTE Business Analysis – Parks Maintenance | Business Analysis of knowledge and use of the City's HTE Work Order application | In Progress |
| HTE Scheduling Module | HTE Scheduling module to interface between the Work Orders and Human Resources applications | In Progress |
| HTE Utility Service Order Conversion | Convert Utility Billing service orders to work orders | Completed |
| HTE Naviline | Windows based interface to HTE applications | Completed |
| HTE 4.0 Upgrade | Upgrade HTE software applications to version 4.0 | Completed |
| HR Server | Build and configure server to support new HR software application | Pending |
| Naviline Server | Build and configure server to support new Naviline interface for HTE applications | Completed |
| Replace i-Series | Replacement of the i-Series server which supports all HTE applications | Completed |
| Data Center Wiring | Upgrade power supply to the City's data center | In progress |
| Liberty 8.0 | Upgrade imaging software to latest version | Completed |
| Lotus Notes | Install and configure Lotus Notes to post the City's Municipal Code to the City website | Completed |
| Test Environment | Environment for testing new software and hardware configurations and systems | Completed |
| Voicemail Storage | Upgrade to the City's Voicemail system | Completed |
| Telecom Cross Training | Cross training program for the City's Telecommunications infrastructure | In Progress |
| Windows XP upgrades | Upgrade all city computers to Windows XP service pack 2 | In Progress |
| AutoCad Upgrade | Upgrade Autocad software to latest version | Completed |

| Project | Description | Status June 30th 2006 |
|---------------------------|--|---|
| Smith Bldg Remodel | Relocation of pc's, phones and data ports for Smith building remodel | Final phase |
| Service Level Agreement | Development of a Citywide SLA between IT Services and City Departments | 4 th qtr |
| ITSM – Knowledge | Service Desk Knowledge Base software module | Completed |
| ITSM – Incident | Service Desk Incident Mgmt software module | Final phase |
| ITSM – Problem | Service Desk Problem Mgmt software module | Final phase |
| ITSM – Inventory | Service Desk Inventory Mgmt software module | Final phase |
| ITSM – Change | Service Desk Change Mgmt software module | Pending |
| ITSM – Release | Service Desk Release Mgmt software module | Pending |
| IT Business Process Model | Development of standard business processes and procedures in IT Services | In progress |
| Disaster Recovery Plan | Update and document disaster recovery procedures and policies for IT systems | 4 th qtr |
| Network Security Plan | Update and document network security procedures and policies for IT systems | 4 th qtr |
| PC Life Cycle | Annual replacement of personal computers | Completed |
| Patch Mgmt I | Phase one of implementing automated patch management on City computers and systems | In progress |
| Patch Mgmt II | Phase two of implementing automated patch management on City computers and systems | Pending |
| Printer Life Cycle | Implement a network printer life cycle program | Pending |
| Class Upgrade | Upgrade Parks software to latest version | Completed |
| Parks Payment Server | Implementation of server to process credit card payments made to Parks | Completed |
| Microsoft Office Upgrade | Upgrade to Office 2003 | Pending |
| IT Procurement Program | Revise policy and procedures for technology procurement | In progress |

5.0 Completed Strategic Technology Projects and Recommendations 2005

5.1 Completed Projects 2005

| Goal | Project | Description |
|--------------------------|---|--|
| E-Government | Document Library Project | This project provides a library of policy, procedure, information, and forms for all City employees. |
| Data Mgmt / E-Government | Storage Infrastructure | The Storage Area Network is infrastructure that includes the servers, disk drives, and controllers that will store information for the data warehouse, the document management system, and the Intranet. It provides a framework that will allow the City to expand information storage as needed at a relatively low cost. It includes acquisition of a Storage Area Network. |
| Data Mgmt | GIS Map Repository Phase 1: Planning and Feasibility | Accessing GIS information and maps is a complex application that is a high priority for some Departments. The first phase project will be an analysis of how documents should be stored and retrieved. |
| E-Government | Internet Structure | This project will be undertaken by Department staff and the Web Coordinators group with the assistance of IT Services. It will result in a definition of the physical and virtual structure of the City's Web site, the look and feel, the common templates, and the procedure for publishing content. |
| E-Government | Intranet Structure | This project is a companion to the Internet structure project and will include a definition of the physical and virtual structure of the City's Web site, the look and feel, the common templates, and the procedure for publishing content. |
| Remote / Wireless Access | Outlook Web Access | This project, accomplished as a part of the Active Directory Project, will allow City employees to access e-mail and calendars from any computer that has access to the Internet. |
| Remote / Wireless Access | Enhanced Mobile Device (e.g., Blackberry) Infrastructure | Wireless access to e-mail and calendars by enhanced mobile devices requires infrastructure including servers and interfaces to current services. This project will acquire and deploy the infrastructure necessary to support the enhanced mobile devices. |
| Remote / Wireless Access | Fire Inspection Wireless Access Phase 1: Feasibility and Planning | The first phase will include a feasibility study and planning for a wireless system for use by fire inspectors. |
| E-Government | Self-help and Training Projects | This is an advanced Intranet project that would make training and self-help available on an interactive basis. |
| Data Mgmt | HTE Assessment | Review of existing and potential HTE applications usage, training needs and business processes. |

5.2 Completed Recommendations 2005

| Service | Recommendation | Description |
|------------------------------|--|--|
| Network Services | Consolidate And Replace UPS Device To Support Data Center Growth | Two of the three UPS devices are reaching capacity. IT Services is exploring the lease of a single device that would meet both present and future needs at a decrease in cost. This lease needs to move ahead. |
| Application Management | Formalize Roles of IT staff | The staff needs to be involved in formalizing the roles of analyst, database analyst, and system analyst. |
| Internet Content and Hosting | Web Standards | City-wide, formal Web standards are essential so that all Departments can work together to create an integrated, rich Web site. |
| e-Commerce and e-Government | Web Applications Testing | The City needs to establish the infrastructure for developing, testing, and deploying e-Government and e-Commerce applications before creating the applications themselves. |
| Application Management | Version Control for .Net Environment | Version Control for all systems needs to be implemented. For the .NET environment, IT Services should investigate the use of Visual Source Safe, a Microsoft product that is part of Visual Studio.NET, as a potential solution to this problem. |
| Strategic Recommendations | Performance Reporting | IT Services should develop performance measures and workload indicators for its various services, measure activity against the indicators, and report out on the results on a regular basis. |
| Network Services | Storage Area Network | The City needs to proceed with the purchase and deployment of the SAN as an approach which allows for dynamic expansion of storage at a relatively low cost. Backup capacity needs to expand as the SAN expands. |
| Network Services | Access to City Facilities for IT Services | IT Services staff need access to all buildings where information technology equipment is housed. Determining where and how to accomplish this should be a priority. |
| Strategic Recommendations | Update Technology Policy | <p>The City should replace the current policy with three new policies that will address technology issues and practice.</p> <p>A new Computer Use Policy should address use of the City's technology assets by its staff and the community. This needs to include use of personal computers and peripherals, Internet use, and e-mail use. This policy should also address roles of the Divisions and the Information Systems Division in implementing and enforcing the policy.</p> |

| Service | Recommendation | Description |
|---------------------------|---|--|
| Strategic Recommendations | Technical Policy Process | The City should document a process whereby technical policy can be written, adopted, and updated on a regular basis. |
| Strategic Recommendations | Project Funded Positions | IT Services should add three positions to meet current technical support needs including a Security Analyst, a Data/Database Analyst, and a Web Administrator. |
| Strategic Recommendations | Re-Organization of IT Services Division | IT Services should develop and implement a new organizational structure based on an integrated service model and should include realignment of responsibilities and re-branding consistent with that model. |
| Network Services | Server Room Documentation | The server room in City Hall needs a chart showing how equipment is connected to the UPS so that as new equipment is installed, its connectivity does not jeopardize current IT Services Operations. |
| Network Services | Server Replacement Program | <p>The City needs to establish a server replacement program that replaces servers as they reach the end of their effective life.</p> <p>Servers are purchased on a project by project basis. The City should be planning for capacity, and purchasing servers designed to meet the needs of several applications. Server consolidation saves server room space, electricity, and UPS capacity and reduces management and replacement costs.</p> |
| Network | Prohibit Instant Messaging | The City should block external access to Instant Messaging. Instant Messaging between systems is a major security risk. If Instant Messaging is deployed, virus scanning and filters must be in place to protect the network. |
| Network | Access to Telecommunications Infrastructure | Ready access to all areas of City locations is required for the performance of telecommunications activities. Such access may be at any hour on any day. Current methods of security vary significantly between many locations. A variety of known and unknown alarm provisions exist at a number of locations. Up-to-date security and access methods, beyond simple entry cards, would allow/disallow entry on a per-door basis. It is also a priority that all alarms information be provided to IT Services and updated as additions or changes occur. |

| Service | Recommendation | Description |
|-------------------------------|--|---|
| Help Desk and Desktop Support | Replace PC Imaging Software | The Imagecast product that is used for ghosting and imaging (providing installation templates for personal computers) needs to be replaced. This is an area of risk as new operating systems, service releases, and software may be not compatible with Imagecast. IT Services should begin research immediately on a replacement. |
| Application Management | Database Administration | Data and database administration needs to be assigned to a single analyst who has the rights to manage the databases. This staff position will be responsible for the data dictionary, data naming standards, database design, and data normalization. |
| Telecommunications | Backup Assignment for Telecommunications | Assigning back-up staff to telecommunications should be an IT Services priority |
| Internet Content and Hosting | Web Statistics | Web page statistics that are currently available should be monitored, with regular reports published regarding Web use. |
| All Web Related Categories | Web Coordinators Committee | Web Coordinators Group needs to be defined in terms of developing standards for the Internet and Intranet, recommending priorities, and providing overall coordination. There needs to be a formal relationship with the TAC, including representation. A definition of their role with the Executive Team needs to be defined in regards to recommendations. |
| Intranet | Intranet Support | The roles for support of the Intranet need to be clearly articulated and published. |
| Emergency Preparedness | Network Evaluation | IT Services needs to identify weaknesses in infrastructure (e.g., generators, single-points-of-failure) and conduct a risk assessment based on network and computer use policies. Mitigation strategies need to be implemented as measures to mediate the impact of disasters and prevent technical emergencies. |
| Emergency Preparedness | Microfilm Index | The CP&D index to microfilm documents and the City maps and utility infrastructure need to be converted to CD-ROM that can be loaded, in a readable format, on a stand-alone personal computer in case of a disaster or emergency. Duplicates of these disks need to be stored in various locations so that they are available. |

| Service | Recommendation | Description |
|-------------------------------|---------------------------|--|
| E-Mail | E-mail Storage Capacity | The e-mail storage need is expected to increase, especially as the number and size of attachments increases. While the current storage array is sufficient for the next 18 to 24 months, a Storage Area Network is needed to provide flexible, inexpensive storage capacity expansion when it is needed. |
| Enterprise Architecture | Enterprise Solutions | The City needs to develop a process for defining Enterprise versus Departmental solutions. |
| Enterprise Architecture | Enterprise Standards | The City should investigate how other Cities are handling Enterprise Architecture and incorporate standards that have a wider purview than Olympia City government. |
| Strategic Recommendations | IT Services Documentation | IT Services should establish a documentation approach to applications and infrastructure that include processes, configuration documentation, and change management. This approach should be implemented over the five years of this plan. |
| Strategic Recommendations | IT Services Training | Training needs to be increased for IS employees. This will allow staff to take advantage of enhancement upgrades and new products. |
| Network Services | Data Center Configuration | IT Services needs to continue its initiative to move equipment onto racks with overhead raceways for electrical and network connectivity. |
| Help Desk and Desktop Support | IT Services Staffing | The current level of technical desktop support staff is marginal for the number of computers in use. To resolve this issue, IT Services needs to look at additional cross-training of staff to provide coverage and accelerate the implementation of software that expands the capability of resources by allowing remote, mass installation of software, service releases, and patches. |
| Remote and Wireless Access | Encryption Protocols | IT Services staff continues to research encryption and recommend movement to new encryption protocols as needed. |
| Procurement | TAC Exceptions Process | It is suggested that exceptions to standards be handled through the TAC. |
| Procurement | Standard Documents | IT Services needs to work with the City attorney to develop standard clauses for RFQs, RFPs, and contracts. |
| Internet Content and Hosting | URL Acquisition | The City should continue to acquire URLs that can provide direct links to City Departments and services, and implement these links on externally-hosted servers, if necessary. |

6.0 Strategic Technology Plan Update Process

The City's Strategic Technology Plan is a dynamic document that will change as the business needs of the City change and as the technology to support those needs advances. As such, it will need to be updated on at least an annual basis.

For the City of Olympia, updating the Strategic Plan should occur on the following schedule:

| | |
|---------------|---|
| March | It Services Planning; |
| March – April | Update Process involving the TAC and key customers; |
| May | Revised Plan is delivered; |
| May – June | Executive Team Approves the Plan; |
| June | Plan published. |