

Item No.	Chapter/Section	Recommendation	Description	Current Status Summary	Effort/Cost	On target?
General Recommendations						
1	1	Establish IT Steering Committee	Current strategic IT planning process is singularly aligned with the City annual budget process. An IT Steering Committee should be established with appropriate responsibility to oversee and proactively participate in establishing IT direction in a formal and proactive manner.	Done. Steering committee established in 2007 and committee policies adopted. Quarterly meetings occurring since 2008.	Med	✓
2	1	Conduct performance audit of IT Operations	ITS has never had a performance audit conducted. A performance audit will aid to validate, enhance and initiate action steps from the IT Strategic Plan while providing an assessment on current IT performance.	Done. Audit and updated Technology Plan prepared in 2007.	Med	✓
3	2.2	IT Strategic Plan Adoption	The IT Strategic Plan must start as an education tool for Departments and develop into an IT planning process. > The IT Strategic Plan needs Departmental input and Adoption by Management Team.	Done.	Low	✓
4	2.2	IT Strategic Plan Implementation	The Strategic Plan recommendations and Initiatives require an ongoing process to implement, review and refresh. Specific process must be implemented to ensure the plan is maintained. Consider coordination via IT Steering Committee.	Ongoing. Coordinated via ITS Steering Committee and results reflected in this summary.	Low	✓
ITS Funding/Accounting - Summary of Recommendations						
5	3.1	Revise current ITS formula for allocation of ITS Overhead costs.	Current formula has been in place over 10 years. Formula misrepresents shifts in technology (AS/400 to client/server, new phone system). Implement updated formula to reflect current distribution and utilization of technology.	Ongoing. Details of formula presented to ITS Steering Committee and Management Team. Modification made to accommodate new phone system. Revisit as needed which significant resource impacting changes dictate (ie new ERP)	Low	✓
6	3.1	Establish GIS Program fund within ITS budget.	In the past 2 years, GIS has become a substantial portion of the total IT budget. Need to establish a separate program fund and an appropriate cost allocation formula to fairly distribute the fees for these services.	Done. ITS GIS program is allocated based upon resources provided to departments. Re-calculated annually.	Low	✓
7	3.1	Revise IT Capital Project funding methods to capture one time personnel expenses.	IT Capital Project funding (i.e. Expansion Projects) do not include personnel charges. > Implement system to estimate personnel costs (internal and/or external) associated with projects. > Implement activity base cost accounting for major IT projects to track and recover personnel costs from capital project funds	Done. Charge back program implemented to account for both capital and ITS staff costs as part of project budget and expense. Resulting in reduction of ongoing overhead costs and proper allocation of staff time as a result of major projects.	Med	✓

8	3.1	Develop IT Master Plan for IT capital projects	IT resources are not sufficient to complete requested projects within any one fiscal year. An IT Master Plan should be created to define long term requirements and to assist in defining resource needs, allocation of existing funding and personnel resources and planning for future funding sources.	Done. Master project schedule adopted annually by ITS steering committee and resource impact report is provided by ITS.	Med	✓
9	3.1	Evaluate alternative IT funding/revenue solutions.	Additional opportunities to obtain funding for IT initiatives and to associate funding directly to derived benefits may be available. Evaluate alternatives such as > E-Government service fees > Development technology related cost recovery > Electronic data/map data revenue	Done. No significant changes recommended. Continue to seek grant funds when appropriate and visit allocation of ongoing costs for new technology prior to initial approval of project.	Med	✓


Organization Structure - Summary of Recommendations

10	3.2	Align Application Administrator staff with specific City operations and Departments	3 existing Applications Administrators have assumed support and project management for random departments. As major new projects are undertaken and new staff are added, re-align responsibilities to focus the business knowledge within IT and create stronger customer relationships.	Done. Created a new "Service Coordinator" role within ITS. Service Coordinators are the long term IT staff liason to a department and meet with each department on a quarterly basis to review status of IT services provided. Available as needed for escalation.	Med	✓
11	3.2	Application Administrators report to CTO and require increased day to day oversight in the key city applications and business operations they support.	The 3 Applications Administrators report directly to the CTO, along with 4 other direct reports and multiple indirect. They critical nature of the role they play and the impact it has on project timeliness and cost dictate that a direct manager be hired to provide dedicated oversight.	Done. Established Manager, IT Project Postion.	High	✓
12	3.2	Consistent request for new software applications and near term upgrades to Enterprise software will require additional project management resources	Requests for new operations technology/software have been consistent for 5 years, and the trend is very likely to continue to keep pace with growth. Several legacy systems are outdated and need addressed. A new Applications Administrator should be hired to help with the increased demands.	Done. Created an additional Applications Administrator position. NOTE: one position is vacant as of FY09 due to reduction in capital project funding and budgetary concerns. Will re-hire as appropriate.	High	✓
13	3.2	Internet applications are supported with contracted resources and additional resources are needed to keep pace with increased use of internet/intranet solutions.	The cost/benefit of using professional service contracts for internet type applications indicate that converting this to a FTE would provide 40 hours of work for similar costs.	Done. Created position with dual role for Web Administration and Business Intelligence Administration. Filled 07/08.	Med	✓
14	3.2	Prepare a 5 and 10 year IT staffing model including alternatives to meet future demands for IT services.	A 5 and 10 year IT staffing model should be prepared that provides an indication of required IT staffing levels and additional alternatives to supported the anticipated future demands for IT services.	In year 3 of original 5 year model. Longer term model being developed but awaiting key information pertaining to scope and timeframe for new ERP system.	Med	!

15	3.2	Evaluate role of CTO in the City's operational and strategic management process.	Significant existing and future IT objectives may be constrained by lack of direct involvement by IT in City strategic and management discussions. Proactive involvement could provide opportunities to define expectations, respond to immediate initiatives and development more comprehensive solutions to deploy and fund IT	Done. CTO added as member of City Management Team in 2008.	Low	✓
16	3.2	Increase current part time Administrative support service role on an as needed basis until a full time position is required.	ITS utilizes interns on a part time basis to perform limited Administrative support role. Increased standard operations and formal methods for documentation and communication dictate increased resources to allow these services to be done in a cost effective manner. Propose increasing the part time resource until such time that a full time position is justified.	Done. Created Inventory Specialist position with administrative duties. Filled 2009.	Med	✓
Strategic Initiatives - Summary of Recommendations						
17	4.2.1	Evaluate us of subscription based emergency notification system.	A cost/benefit study should be conducted to determine the value of implementing a automatic notification system to communicate enmass to affected and responsible parties in the event of major events or emergencies.	Done. Pilot testing underway.	Med	✓
18	4.2.1	Evaluate the use of customer self service/subscription solutions.	Self select notification systems would allow customers and citizens to identify topics of interest and receive routine updates form City staff/operations as appropriate. A study of the opportunities and impact should be conducted and presented for further consideration.	Done. Recommended not proceeding with a point solution investment but to provide like services via web site enhancements and focus on service specific customer requirements.	Med	✓
19	4.2.1	Evaluate consolidation of E-Government services to provide a single 'portal' for conducting electronic business with the City	E-Government services are specific to unique city services at this time. An evaluation of new services, as well as methods to consolidate customer data into a single service 'portal' should be done to determine the customer value and operational benefits of such solutions.	Not done. Preliminary IT review indicated diverse technology in place will make this cost prohibitive until further cosolidation of E-Government systems occurs.	High	!
20	4.2.2	Create document standards and reference model	In support of multiple indicatives, but specifically document imaging, an inventory, catalogue and standardization process must be implemented to organize and act upon paper and electronic materials effectively.	Not done.	Med	✗
21	4.2.2	Define areas of need and specific standards for electronic data sharing	Efficiencies can be gained through the electronic receipt and distribution of information, but data sharing specifications must be defined.	Ongoing. Emphasis has been on public safety information sharing.	Med	!
22	4.2.2	Expansion of resources (scanners/software) and training on document management	Enterprise adoption of electronic document storage demands global access to resources and education on how to utilize and implement into daily operations.	Done. Multiple projects completed to date. Electronic invoice/payment approval with workflow underway in 2009.	Low	✓
23	4.2.3	Establish Employee Intranet Committee	Increasing demand for Intranet use should be coordinated in an organized fashion between IT and department staff	Not Done. Steering Committee recommended maintaining this as a low priority.	Low	!
24	4.2.3	Determine level of standardization on web based client software and potential migration to internal web portals	Off the shelf software products often provide web based access. If done effectively, this can provide a common, lower cost interface for staff to access system information.	Ongoing. Future direction will be impacted by ERP decision.	Med	!

25	4.2.3	Evaluate Intranet platform and determine if solution is appropriate for current/future requirements	Intranet solution is a 3rd party canned 'Intranet'. Multiple directives are focusing on using intranet for collaboration and information sharing and the tool may not be appropriate.	Done. Long term direction is to migrate to a .net platform (away from coldfusion) but it is deemed a low priority and current solution is sufficient at this time.	Low	✓
26	4.2.4	Develop GIS education and training plan for staff, with solution for distribution of information on new data that is made available	Numerous GIS resources continue to be compiled, often faster then general city staff are aware. For these to become standard sources for employees to conduct business and solve problems, staff must be clear on what is available and how to utilize.	Done. "Catchup" training provided to key employees. Ongoing training now provided as major new features/options are added to the GIS environment using an established GIS employee committee.	Low	✓
27	4.2.4	Conduct cost/benefit analysis on adoption of Automatic Vehicle Location system in operations and Public Safety.	AVL solutions have been requested by Police, Fire and Public Works. Technical solutions and detailed funding needs identified, and an initial pilot system should be designed to assist in determining the long term value to the City.	Ongoing. Most recent study indicated AVL was not cost/beneficial but costs continue to decrease.	Med	!
28	4.2.4	Create prioritized list of GIS and legacy data integration opportunities.	GIS provides opportunities to integrate legacy and core systems data in more effective ways, opening the door to share, eliminate duplication and enhance access to information.	Active. Added open source Business Intelligence software with datawarehousing. Data warehouse is serving as the bridge between legacy data, GIS and advanced reporting. First phase completed in Police Department.	High	!
29	4.2.5	Continue implementation of CityWorks Infrastructure Management System based upon Department priorities	Expansion of CityWorks in various areas with Water Utilities and Public works to further standardize the process used to define requests and carry out work orders	Ongoing. Multiple CityWorks field apps developed and deployed. Recent emphasis on management reporting of field operations as result of new data collection.	High	!
30	4.2.5	Design technical environment and pilot test solutions for work orders in the field.	As a natural extension to both Water and Public Works asset management, processing data in the field will eliminate redundant data entry and improve information available to crews while on the jobsite.	Done. New mobile infrastructure designed and implemented.	High	✓
31	4.2.6	Define disaster recovery plan	Determine required levels of service and design/implement appropriate recovery solutions. Test solutions and provide methods for routine refinement and ongoing validation of plan.	Ongoing. Full completion/adoption continues to be delayed due to other security related priorities being addressed such as HIPAA, RedFlag Rules and PCI-DSS.	Med	✗
32	4.2.6	Define technical requirements to support new computing devices including PDA's, smart phones and related devices	In conjunction with wireless plans, determine specific security and management methods needed to ensure controls and resources are available to adequately support new types of client hardware.	Done. Incorporated as part of new mobile infrastructure solution.	Med	✓
33	4.2.6	Define Technical Architecture	Document existing environment, identify current capacity and future implications of project demands. Define roadmap for future evolution of computing infrastructure.	Done. Need to establish ongoing refresh period.	High	✓
34	4.2.7	Followup/Action plan on wireless technologies report and establish next steps.	Draft report on state of wireless technology has been prepared and needs to be shared with executive management. Dialogue is needed to determine specific steps to adopt and pursue.	Done. Implemented downtown mesh network, upgraded remote office backhaul wireless and adopted cellular data design for city wide needs.	Low	✓

35	4.2.8	Develop report on opportunities and benefits of a "311" customer information center.	Provide report including current industry status, opportunities, benefits, alternatives and costs to Management Team and City Council.	Delayed per management. Working on enhancing existing customer services via CRM. Re-evaluate after adoption to determine if information center still warrants consideration.	High	!
36	4.2.9	Develop migration strategy from the AS/400 system.	Identify key systems, alternatives and migration plans to aid in determining how to prioritize, fund and act upon a migration from legacy AS/400 systems to current technology	Done. Recommendation complete - pending funding. Prepared to proceed in 2009.	Med	!
37	4.2.9	Conduct needs assessment and define requirements for replacement AS/400 applications.	Conduct detailed assessment of current systems to identify current features, necessary enhancements and other specific requirements to use in evaluation and selection of new solutions. Construct RFP document's).	Done. Needs assessment conducted in 2008. RFP drafted. Awaiting final funding plan.	High	✓
38	4.2.10	Convert from GroupWise Email to Microsoft Exchange.	Implement planned migration to Exchange email.	Done. Fully migrated to MS Exchange. Also implemented email vaulting to meet enhanced messaging records retention/discovery requirements.	Med	✓
39	4.2.10	Create proposal on the implementation of public information and/or transaction kiosks	Consolidate various related initiatives (Lees Summit mainstreet, Employee Communication Task Force, E-Government) into comprehensive assessment on the value and costs of city kiosks. Determine benefits of information based vs. transaction based solutions, and needs for external resources to be integrated.	Done. Added kiosk at municipal airport but determined limited value in other venues.	High	✓
40	4.2.10	Evaluate value of converged phone, email and remote access solutions and make recommendation.	Upgrade email and voice mail systems currently allow for the City to provided 'integrated messaging' where staff can easily access all messages from a single method (phone, email) - as well as remotely. Determine if value is worth the additional cost	Done. Determined cost/benefit was minimal. May revisit as technology and costs evolve.	Low	✓
41	4.2.10	Investigate migration to consolidate personal information devices, such as smart phones, which provide PDA, phone and 2 way radio functions.	Determine if consolidated device is cost effective to use as replacement for multiple devices currently used by staff and senior management.	Done. Added blackberry enterprise server and blackberry devices to technology architecture. Migrated all public safety phones to new standards.	Low	✓
42	4.2.10	Implement long term policies for management of new IP phone system.	Determine disaster recovery/survivability needs and enhance as required. Determine lifecycle replacement plan and funding solution, if required.	Done.	Med	✓
43	4.2.11	Create proactive strategy for implementation of security measures to ensure we are aware of potential issues before they occur.	Maintaining current security tools is critical as technology and threats evolve rapidly, the use of intelligent monitoring, reporting and controlling solutions is necessary and must be kept current.	Done.	Med	✓
44	4.2.12	Communicate Security Problem and Solutions to City employees.	Employees must be aware of the problem and play a key role in effective solutions. An education plan must be created to ensure employees understand the specific policies, and are involved in defining new solutions as needed.	Done. Established "ITS Buletion" and change management process.	Med	✓

45	4.2.13	Conduct needs assessment and define requirements for replacement of Accella Permitting system.	Current system being phased out by vendor. The city has significant custom programs which must be provided via a new solution; an RFP process and subsequent migration must be pursued.	Done. Needs assessment completed, RFP awarded and system implementation underway.	High	
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