

2013-
2014

City of Fresno
IT Strategic Plan



Information Services Department
Strategic Plan
6/1/2013



Strategy 2-4 Intelligent Transportation System (Public Works)11

Goal #3 Ensure Efficient IT Organization and Skills throughout the organization12

Strategy 3-1 Training & Technical Skills.....12

Strategy 3-2 Customer Focused Support12

Goal #4 IT Management and Governance12

Strategy 4-1 Ensure the City’s Software Licenses are Current and Accurate12

Strategy 4-2 Ensure that Information Technology (IT) policies and procedures are in place12

Strategy 4-3 Ensure that ISD follows appropriate purchasing and contract rules and regulations.....12

Goal #5 Develop and Manage Technology and Architecture.....13

Strategy 5-1 PCI Compliance13

Strategy 5-2 Server Strategies.....13

Strategy 5-3 Maintain, Develop and Secure Systems and Facilities.....13

Strategy 5-4 Voice Systems.....13

Strategy 5-5 Fiber and Data Communications.....13

Strategy 5-6 Open Data Initiative.....13

Strategy 5-7 Desktops.....13

Strategy 5-8 Mobile Technology.....14

Introduction

The Information Services Department’s strategic plan was developed for the purpose of providing an easy to follow map to be utilized by all staff members of the department and the city’s administration. The concise format clearly defines the goals and expectations of the department for the next two years. The 2012-2014 Strategic Plan will be supported by annual business plans to incrementally achieve the goals and objectives and act as a roadmap of key activities that will assist in achieving its vision. This vision will be obtained through the successful execution of the plans strategies and initiatives. To address the economic challenges expected for the next 2 years, the department will focus on optimizing the core services to ensure that our customers have the tools to effectively perform their duties, at the same time, look for opportunities in new technology that can transform traditional technological service delivery. The Department will support the Mayor’s key initiatives especially in the areas of regional leadership, collaboration and improving business processes. Most importantly, the Department will embrace our mission “Making Your Work-life Easier” by providing support for our customers to get the most out of the technology available. The Department looks forward to the implementation of this plan to continually improve our service delivery to internal customers and the public.

Carolyn J. Hogg

City of Fresno, Chief Information Officer

Information Services Department

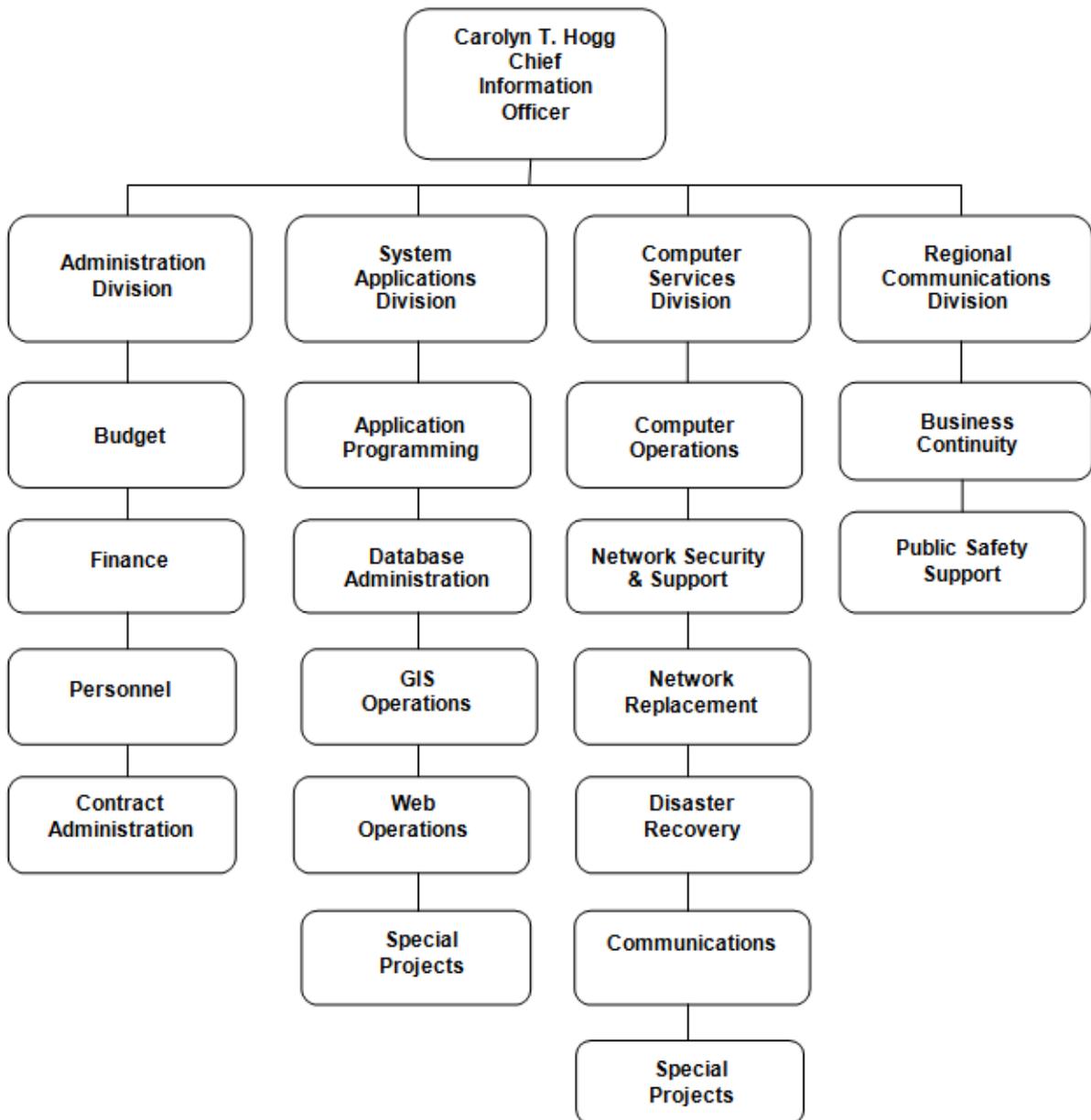
(559) 621-7101

Carolyn.Hogg@fresno.gov



Department Overview

Department Structure



Department Overview

The Information Services Department provides technology services to 16 City of Fresno Departments. Services are also provided to other City agencies including the Retirement Office, Redevelopment Agency and the service provider managing the City's Convention Center, SMG. The department is staffed by 49 employees and 4 sectors including:

- **Administration**
The Administration group prepares the Department's budget and administers all financial functions of the department including financial reporting, accounts payable, accounts receivable and payroll. The group also operates the customer service center providing help desk and desktop support.
 - **Computer Operations**
The Computer Operations group provides network and server support, video services, security and data communications support for the City. The group also provides communication support including telecommunications and radio installations. The group is leading the effort for PCI compliance.
 - **Systems and Applications**
The Systems and Applications group maintains the operations of all enterprise wide applications as well as specialty applications utilized by specific departments within the organization. The group also provides Geographical Information System services, database and website support.
 - **Regional Communications**
The Regional Communications group serves as the customer service liaison to public safety which includes providing support for video policing efforts and coordinating interoperability between the 7 counties within the region.
-

Mission & Vision

Mission Statement

Our mission is simple: “Making your work-life easier.” With this in mind, we plan on providing access to the information systems to enable our team to be more efficient and effective in their day-to-day functions.

Vision

Our vision is that our department delivers “Respected and trusted IT leadership through quality services and innovative solutions.” Combined with our mission statement, we will continue to look forward providing up-to-date technology that makes sense for our organization.

Core Values

Our team members are held to the highest IT standards. As such, we believe in conducting ourselves with the highest level of professionalism to include the following characteristics:

<p>Excellence</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/> Deliver excellence in our everyday work life resulting in a superior and high quality work product and service.</p>	<p>Ethics</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/> Act in a manner consistent with high ethics respecting others, being honest, respecting privacy and acting in a way that upholds the City of Fresno’s Information Services Department’s integrity and reputation</p>	<p>Integrity</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/> Practice the highest level of integrity: “say what you mean” and “do what you say.” Be honest, respectful and dependable.</p>
<p>Leadership</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/> Be a leader in an effort to help ISD lead the City of Fresno’s Technology efforts including regional partners.</p>	<p>Respect</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/> Act in a respectful manner to our customers and constituents both internal and external.</p>	<p>Selfless Service</p> <p><input type="checkbox"/></p> <p><input type="checkbox"/> Put customers needs ahead of our needs and be able to serve our customers appropriately.</p>

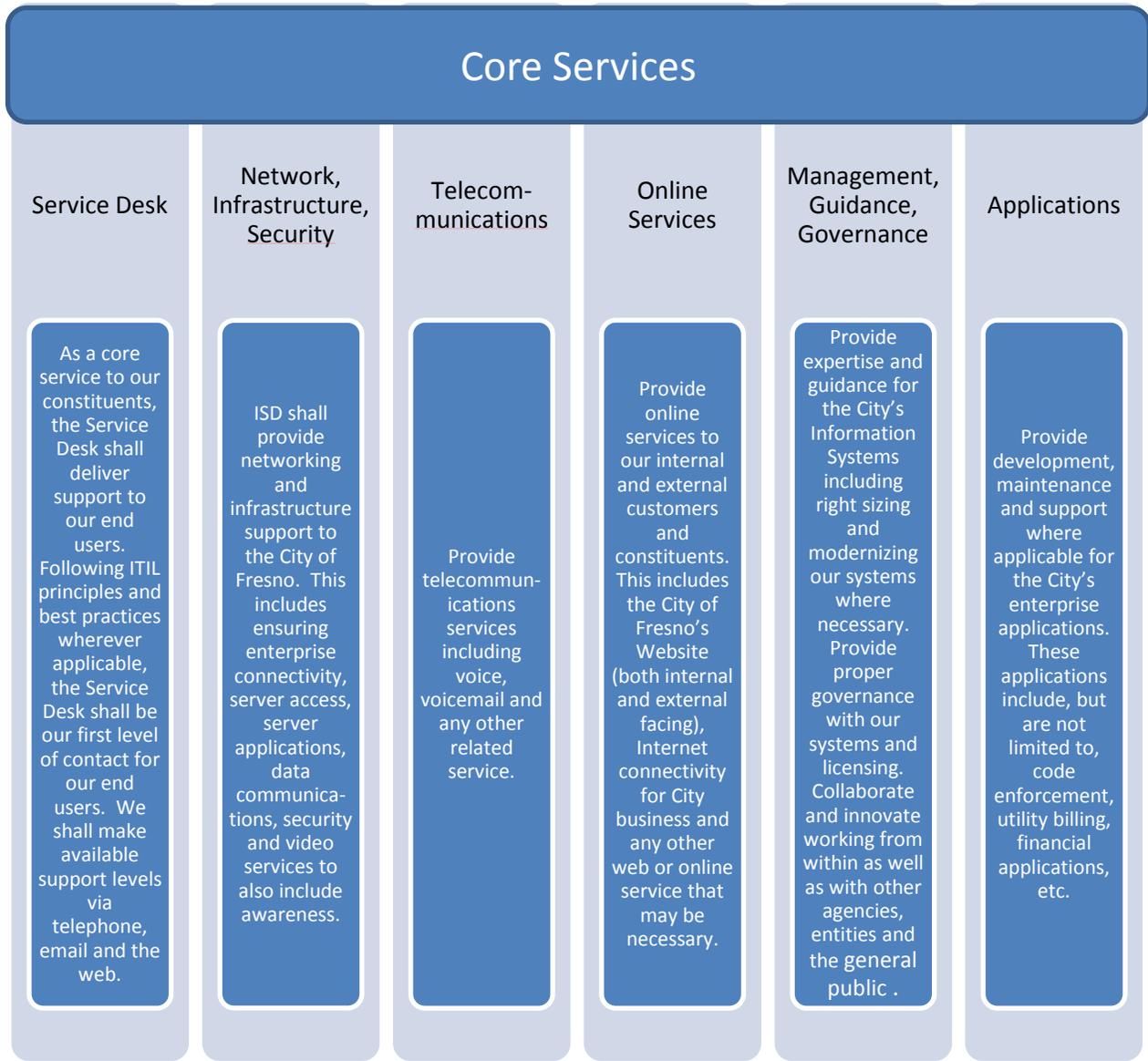
Guiding Principles

The following guiding principles shall govern us as we deliver our services:

Public Service/Stewardship	As an employee of the City of Fresno, each ISD team member shall act upon the City's best interests as well as recognizing that they are a steward of the Public and shall act as such in the means of resources and finances.
Technological Excellence	<p>Provide support, tools and services that facilitate effective and efficient use of technology by the employees of the City of Fresno, regional partners and the public.</p> <p>Provide the highest level of standards in technology.</p>
Leadership	To provide IT Leadership by becoming a leader in technology and technological solutions not only by being innovative, but also sharing expertise and solutions with other public and private agencies.
Service	<p>To provide quality customer service that is timely, responsive, and flexible.</p> <p>To operate in a transparent, accountable and flexible manner by providing opportunities for feedback and participation in important information technology decisions.</p> <p>To provide a robust, secure and reliable network.</p> <p>To provide advanced instructional technology equipment.</p>
Security	<p>To continually assess and improve technology and practices employed to secure the City's network including the City's network, servers, workstations, sensitive data and the web presence.</p> <p>Provide security awareness and education for all users.</p>
Planning	To effectively plan and manage the City of Fresno's IT assets and resources including the modernization of technology.
Research	To remain current with technological advances in order to adopt technology that is to the best long term advantage for the City of Fresno, its partners and community.

Core Functions/Service Offerings

Core Functions offered by ISD are Service Desk, Network, Telecommunications and Application Support. Other functions that are within our service offering consist of collaboration efforts, product ordering, technology guidance, etc. A more complete listing of service offerings are as follows:



Goals, Objectives and Strategic Initiatives

Goal #1 Provide IT Strategic and Business Alignment

The City of Fresno's Information Services Department (ISD) will continually research, develop and implement initiatives that not only support City Operations, but also support the community as well.

Strategy 1-1 Support the Mayor's Initiatives

ISD will provide support for the Mayor's key priorities including the Strong Cities, Strong Communities (SC2) Initiative and support for the Community Based Organizations (CBO) operating computer labs for after school programs. ISD attends all Parks/CBO meetings to address any customer needs

Strategy 1-2 Align with other agencies supporting the Strong Cities, Strong Communities (SC2) Initiative.

Strong Cities, Strong Communities (SC2) is a federal interagency collaboration that aims to build the foundation for economic transformation for selected cities. As the City of Fresno was one of six cities selected to participate in the SC2 Initiative, ISD is actively working with several public agencies including State of California, Fresno County, Fresno State University, San Joaquin Valley Regional Broadband Consortium and multiple departments within the Federal Government as part of the Strong Cities/Strong Communities (SC2) federal partnership to bring wireless broadband to the rural area. The San Joaquin Valley feeds 1/3 of the world with over 350 different crops. Global demands for the crops grown in the San Joaquin Valley are increasing as the population expands. With this technology, there is the potential to double our agricultural crop production thus potentially doubling the amount of revenue coming into the Fresno region. It will also greatly reduce energy usage for irrigation, having the potential to save the equivalent amount of water in Lake Shasta annually by using water sensors. Broadband in the rural area will also support other interests in the rural community such as TeleHealth and Distance Learning.

Strategy 1-3 Work as part of the San Joaquin Valley Regional Broadband Consortium as a Member.

The San Joaquin Valley Regional Broadband Consortium (SJRBC) main focus is the utilization and advancement of communications as well as information technology throughout the San Joaquin Valley. It is part of the California Partnership for the San Joaquin Valley and consists of many private and public partners. The objective of our department is to seek out and support opportunities to support the SJRBC in its efforts.

Strategy 1-4 Continue active participation in the Municipal Information Systems Association of California (MISAC).

The Municipal Information Systems Association (MISAC) is an organization of Cities and towns, Public Safety and other Special Districts (Water, Air, etc.) whose goal is to provide leadership, education and access to resources for its members. The City of Fresno has been active in MISAC over the past few years as they have not only been members, but they have had a representative serve as both Chapter Officer (VP and President of the Central Chapter) as well as serving on the board (Board President and Past President). The City of Fresno intends to stay active in MISAC and support its goals and future endeavors.

Strategy 1-5 Reduce Citywide ERP costs

ERP costs within the City have had an annual increase of approximately 3-4% for multiple years without much additional features and functionality. ISD is making a concerted effort to minimize or reduce these costs. For our PeopleSoft Financials and Human Capital Management (HCM) we are exploring the option of going to third party support; this will reduce our maintenance and support costs by more than 50%.

Strategy 1-6 Continue GIS as a Citywide strategic initiative

GIS continues to play a key and strategic role within the City. More and more projects are having a GIS/mapping component. GIS is also being utilized as an analytical tool. As departments become more familiar with the benefits of GIS, it is being used more extensively to analyze data and make decisions based on the analysis.

Strategy 1-7 Enhance City website for improved usage and efficiency

The City's website is being redesigned to provide a better user experience for the citizens of Fresno as well as City employees. The redesign will take into account how users navigate the site as well as what pages are most requested. The website will take on a more "search-centric" feel and approach. The website will implement search features similar to how most users utilize Google to find their desired content.

Goal #2 City Departmental Initiatives

Provide guidance, support and resources to help other departments achieve initiatives/projects.

Strategy 2-1 AFG Grant/Radio Services (Fire)

ISD assisted the Fire Department with implementation of new technology for public safety radio services. The \$1,760,000 grant to fund a police and fire two-way radio system using advanced technology was the largest awarded by the Federal Emergency Management Agency (FEMA) in 2011. This system includes the ability to link communications between fire and police in the field providing them better safety during a crisis through unified communications. The new system serves the police needs of the City of Fresno and the fire needs of Fresno, Kerman, Biola and the areas of Fresno County between and around these cities. ISD will assist with maintaining the system

Strategy 2-2 American Public Works Association (APWA) Accreditation (Public Works/Public Utilities)

Ensure that ISD Policies support the continuance of APWA Accreditation requirements.

Strategy 2-3 Document Imaging (Purchasing)

Work with our Purchasing Department helping to implement document imaging to correspond with our Cannon Copier implementation city-wide.

Strategy 2-4 Intelligent Transportation System (Public Works)

Support the Intelligent Transportation System (ITS) where applicable providing technological assistance where needed.

Goal #3 Ensure Efficient IT Organization and Skills throughout the organization

Strategy 3-1 Training & Technical Skills

Due to limited resources, ISD has effectively utilized in-house expertise to provide department wide training. ISD's management will also assist with career development by providing opportunities to gain experience essential to career advancement.

Strategy 3-2 Customer Focused Support

During Fiscal Year 2012, ISD established a "Key Support Person" (KSP) team made up of representatives from all City of Fresno departments. The objective of the KSP team is to improve communication with non-technical staff by providing updates, training and future planning initiatives. The department continues to have monthly Tech meetings with technology staff throughout the organization for updates and collaborative problem solving. As with internal staff training, ISD plans to utilize staff expertise to provide training throughout the organization.

Goal #4 IT Management and Governance

Strategy 4-1 Ensure the City's Software Licenses are Current and Accurate

The City performs regular software audits to ensure software license compliance. Audits include a desktop software inventory to ensure all desktop software is licensed appropriately. This audit is performed by Novell's Zenworks Asset Management (ZAM) and reports on software products as well as the number of users of each. Application software is also inventoried and reviewed to ensure compliance. It is necessary to inventory and review each application due to the different licensing methods and requirements. The City takes software licensing seriously and makes every effort to ensure compliance.

Strategy 4-2 Ensure that Information Technology (IT) policies and procedures are in place

ISD does regular review of all IT policies and procedures to ensure that we have the necessary policies and procedures in place. As new technologies and trends emerge, ISD will review them and make an assessment if an IT policy or procedure is warranted. Existing policies and procedures are reviewed to ensure that they are still relevant and updated as needed.

Strategy 4-3 Ensure that ISD follows appropriate purchasing and contract rules and regulations

ISD works closely with the City's Purchasing division to ensure that rules and regulations are followed concerning IT procurement. On more complicated IT purchases, Purchasing is consulted with to make sure the process goes smoothly and correctly.

Goal #5 Develop and Manage Technology and Architecture

ISD will continue to provide the City with a reliable, stable and secure infrastructure on which the City can conduct its business operations.

Strategy 5-1 PCI Compliance

Meet and ensure that the City follows Payment Card Industry Standards (PCI) Compliance for all credit card operations. Ensure that the City's IT policies fall in line with PCI as well as monitoring and revising the PCI Self-Assessment Questionnaire as required by PCI compliance.

Strategy 5-2 Server Strategies

In an effort to increase efficiencies, reduce waste (power, cooling, etc.), decrease costs and become "greener", the City shall increase efficiencies in its server infrastructure. This consists of virtualizing when possible, creating efficiencies in server rooms and ensuring that our servers are in environments that allow them to operate efficiently and effectively with proper environmental controls.

Strategy 5-3 Maintain, Develop and Secure Systems and Facilities

Ensure that the City's critical systems have the proper safeguards in place. For systems, this will entail having the proper credentials in place to obtain system access, follow best practices and ensure proper security provisions (such as PCI Compliance). For facilities, this entails proper entrance requirements (i.e. authorized individuals), having our facilities properly secured (i.e. badge readers, etc.) and having proper audit trails (logging) for tracking entrance into facilities.

Strategy 5-4 Voice Systems

ISD will provide stable and secure voice systems for the City of Fresno ensuring that we keep up with current technology replacing outdated and inefficient systems where appropriate. This objective will focus on the upgrade and expansion of our Voicemail system to open up more features to our end users for integration with our Information Systems as well as our move to Voice Over IP as we look to replace our traditional PBX.

Strategy 5-5 Fiber and Data Communications

Where appropriate, ISD shall work towards the expansion of our fiber network and data systems to provide high speed reliable data connectivity to other locations that require higher speed connectivity.

Strategy 5-6 Open Data Initiative

We will also move forward with an open data initiative being driven by the federal government to encourage economic growth by making data available to the public for entrepreneurial efforts.

Strategy 5-7 Desktops

Desk and laptop replacements have been suspended since FY 2009. Staff is dealing with an aging inventory of equipment. ISD plans to introduce a mixed environment of purchased and leased computers to alleviate the issues of malfunctioning computers and the inability to effectively operate new applications.

Strategy 5-8 Mobile Technology

ISD understands the need to embrace mobile technology as this type of technology has become more viable in an enterprise environment. ISD will focus on strategies for smartphones, tablets and other mobile technology to create a mechanism for managing and governing ensuring a stable and secure mobile environment.