Partnerships & Organization
Business Performance
Community Impact
Confidence & Trust
Standardization
Cyber Security
Infrastructure
GIS Services
Innovation

City of Springfield
Information Technology Department
Strategic Plan
Fiscal Years 2015/16 - 2019/20

Created – April 2015
Latest Revision – June 26, 2015

Creating and updating an Information Technology plan is a collaborative effort engaging many people. This Strategic Plan update was identified as a priority work item by the City and received strong support and participation from IT/GIS staff. The Information Technology department solicited input and feedback from all department heads and wishes to thank them for taking time from their busy schedules to review material, and provide input, regarding technology service areas.

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I. Introduction

The Information Technology Department is pleased to present the City of Springfield IT Strategic Plan update. The IT Department is committed to delivering the best information technology services to the City of Springfield and its citizens. Information technology is a vital asset for the City; and to the extent that the IT department remains healthy and viable; then so too do other critical functions of City government. Currently the IT department is undergoing a significant level of change and reorganization, which offers an opportunity to reexamine IT services and future service guidelines. This Strategic Plan is offered as a blueprint for defining future technology directions which align with City goals and department needs.

The IT Department came under new leadership with the hire of a new Information Technology Department Director in August 2014. Shortly after that, The City's Development and Public Works (DPW) Department engaged in a reorganization study to ensure that the City make the best use of IT and Geographic Information System (GIS) resources within the context of supporting City departments and the general public. The reorganization study was completed in January 2015 and the plan recommendations were adopted by the City Executive Team that same month. One of the primary recommendations from the study is that the GIS section move from the DPW's Technology Services Division and be housed in the IT Department as a new division, effective July 1, 2015.

A GIS integration Implementation Plan was created to provide an open and intentional process for moving GIS to IT. The Implementation Plan identifies tasks, risks, and timeframes for making this move successful. It also identifies other key tasks to make the operation of the IT department more transparent and responsive; such as developing Service Level Agreements (SLA), creating a work tracking system, and conducting a customer satisfaction survey.

The development of the IT Strategic Plan is the culminating phase in an open planning process to update and improve technology services. An IT customer satisfaction survey and follow-up interviews were conducted with each department head to solicit input. In addition, group meetings were held with other City staff to gain further insight into technology needs and identify gaps in service.

The City has periodically reviewed and adopted a set of IT goals and work items over the years. However, this is the first strategic planning process undertaken in over 10 years. Therefore, it is the intent of this Strategic Plan to provide a new perspective on the technology goals, vision, mission, and work priorities currently facing the City. It is the responsibility of the IT department to provide annual updates to the Strategic Plan and to facilitate input to the strategic planning process. The Strategic Plan is a "living" document benefitting from the support, participation and cooperation of all City departments.

II. Executive Summary

The FY15/16 Information Technology Strategic Plan is presented here as guide for the sustained delivery of quality IT services. The Information Technology department provides technology services to all eight City of Springfield departments. The success of the City as a whole depends greatly on a healthy and viable IT department. The IT department's mission statement recognizes that quality service delivery is paramount and must be directed along a strategic and well-planned path.

IT Mission Statement

The IT Department provides excellent customer service with sustainable solutions that are based on well thought out and continually improving strategic methods.

This Plan describes the City's current organization and provides detail on the required technology service improvements for each department identified through a customer satisfaction survey. The IT department completed a network system audit which resulted in further recommended improvements to software, hardware, security, and general IT practices. Changes in the IT organizational structure, filling vacant positions and the formation of IT project teams situates IT to be successful in providing effective business solutions.

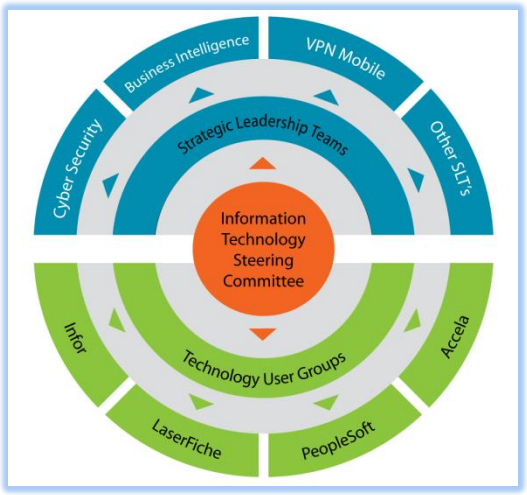
The IT Strategic Plan also establishes a set of parameters, known as "Guiding Principles", which will direct the daily and long range business practices of IT staff. The principles fall into the following nine categories:

- Strategic Partnerships & Organizational Principles
- Infrastructure Principles
- Standardization Principles
- Business Performance Principles
- Innovation Principles
- GIS Principles
- Community Impact Principles
- Cyber Security Principles
- Confidence and Trust Principles

Moreover, these principles will be used as criteria for City decision-makers when evaluating new, or changing, technology solutions.

The Geographic Information System (GIS) section will move to the IT Department effective July 1, 2015. This will require that the IT Department ensure that it can provide the same level of GIS services to the City, and especially to the Development and Public Works (DPW) Department. This commitment is expressed in the development of Service Level Agreements (SLA) for the City, and SLA's for several individual departments. In addition, a work tracking system will allow IT to better monitor service delivery, prepare budget and project reports, and balance changing work loads.

The IT Department is committed to an open and transparent business model. Planning for change is a strategic direction embodied in this document. One of the recommendations is the formation (or reformation) of an IT governance structure. IT will spearhead the formation of a City Technology Steering Committee (TSC) which will coordinate a set of user group and strategic leadership teams. The TSC will report to the Executive Team to make recommendations on technology issues and inform City policymakers.



The Strategic Plan recognizes that the IT profession is engaged in the constant evaluation of new and changing technologies. How, and when, to employ new technology is an important decision for the City. The Plan identifies five technology trend categories and describes when the IT department will engage those technologies. Those categories are:

- Point of work computing.
- Service-based architectures.
- Knowledge Management and Analysis.
- Cyber security.
- Future business practices.

The IT department will also perform a number of planned work activities over the next two years. Ideally a Strategic Plan could look out toward a five-year horizon. However, the number of initiatives which IT must accomplish in the short term is fairly large. The IT Department will need to evaluate the progress made on the current work load at the end of FY16 in order to better gauge future projects. This requires that the IT Department stay dedicated to monitoring, and updating this document for years to come. The current work plan is shown in Appendix A and is organized around four Strategic Initiatives:

- Business Continuity
- Business Integration
- Business Security
- Business Transparency

The IT Strategic Plan is a "living" document and requires the input and participation of all City departments to keep it relevant and vital. The IT Department is committed to providing a high level of service to the City which is expressed in this plan.

III. Current Organizational Environment

A. City of Springfield

The City of Springfield is currently home to over 60,000 persons. Incorporated as a city in 1885, Springfield is located in the Willamette Valley in Lane County, Oregon and covers an area of about 15.7 square miles.

Springfield employs a Council-Manager form of government. The Mayor and six City Council members make up the legislative branch of the City government. Overall direction and coordination of city work plans is provided through the City Manager who is the chief administrative officer of the City. There are eight (8) City departments which include the City Manager's Office (CMO); Development and Public Works (DPW); Finance (which manages the Courts operations); Fire and Life Safety; Human Resources (HR); Information Technology (IT); Library; and Police.

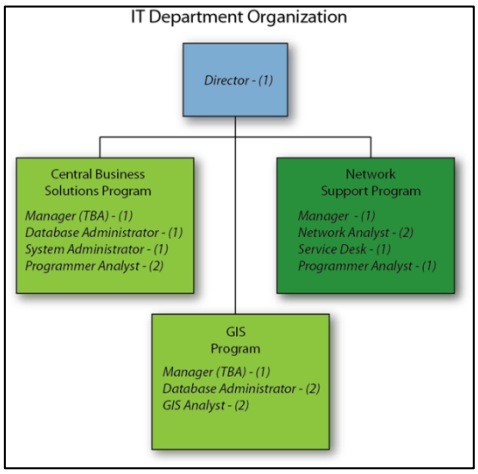
The City's Motto: "Proud History, Bright Future" is shown in the graphic below along with the City Council's goals for Springfield.

A primary objective of this plan is to align the Information Technology strategic direction with the goals identified by the City Council and measure related performance.

B. Information Technology Department Organization

The organizational structure of the IT department has recently undergone a series of changes. As mentioned earlier, the GIS section has moved from the DPW

Technical Services Division to a new division within IT. In addition, a Network Support division and Central Business Solutions division have been formalized to provide more efficient services and work flow processes within IT. The organizational layout of the three IT divisions is shown in the adjoining diagram.



Currently the IT Department has a staff of 14 people with the goal to fill the GIS division manager position during the first quarter of FY15/16. The Central Business Solutions division, and manager position, will be created during FY17 after all current vacancies are filled.

The IT department has also formed work groups to promote an interdisciplinary work environment that produces better service, promotes team building and fosters problem solving. In addition, a dedicated IT staff person is assigned to work specifically on Police-related technology issues and is physically located within the Police Department.

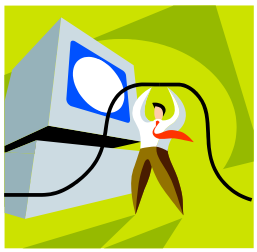
Office of the Director

The IT Director performs duties related to planning, organizing and directing all information technology personnel, projects, processes, infrastructure, and business systems, including telecommunications. The Director's duties include overseeing the day-to-day operation of the IT department, reporting to the Executive Team, overseeing the preparation of budgets, providing strategic leadership for the City's technology needs and stewardship of the Strategic Plan.

The IT Director is a working supervisor, taking on day-to-day tasks and engaging in long term projects. The IT Director is also responsible for overseeing work that carries across multiple IT divisions. This includes such things as:

- Staffing City committees and subcommittees dealing with technology-related issues.
- Building better communication protocols between IT and other City departments.
- Staffing regional IT-related committees and subcommittees.
- Maintaining staff proficiency through training, education and outreach.
- Providing project management services for a variety of departments and disciplines that require a combination of IT staff.

Network Support Division



The Network Support division focuses on providing a secure and reliable computer and telecommunications network infrastructure for City staff. This includes purchasing and installing computer equipment, performing backup and recovery, monitoring and tuning systems and performing security administration.

The Information Technology department supports a vast array of hardware components listed in the following table.

Device	Number
Network Servers	62
Personal Computers	300
Laptop Computers	60
Mobile/tablet devices	30
Smart Phones	350
Printers and Plotters	??

Network asset information will be managed in an Infor database capable of producing reports on an annual basis.

The Network Support Division provides services defined in five general areas described as follows:

Hardware and Infrastructure Management

This service area involves deploying new hardware, troubleshooting existing hardware problems and monitoring hardware performance. Configuration analysis is also performed to ensure that the network is properly optimized. The Network division also performs fault management to detect, isolate and correct malfunctions in the City's telecommunications network. In order to provide City staff with fully functional devices a lifecycle management schedule is developed to ensure timely replacement of outmoded equipment. The Network Support division also reviews proposals for new networks and completes network implementation plans.

Storage Management

IT Technicians constantly monitor and manage the City's data storage resources internally and externally. This includes balancing, or provisioning, storage needs across all City departments, performing data archiving and cleanup, and interpreting policy and procedures to encourage City staff in the best practices of data management. This service area also includes performing backup and recovery tasks to ensure the proper stewardship of data and application assets.

Security Administration

The Network Support division performs a variety of tasks in this service area which includes adding and removing user application privileges and applying user authentication and authorization. Network Analysts must be vigilant to ensure compliance with State, Federal and Local laws concerning privacy, homeland security and open records laws. Maintaining software to detect and respond to malware, spyware and viruses is an ongoing job performed by the Network Support division.

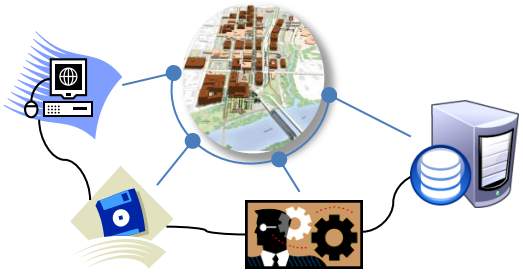
Telecommunication

Network Analysts install, configure and maintain telecommunications equipment which not only plays an important role in the daily operation of City services but is a vital asset to police, public works and fire and life safety functions. Installing software patches, monitoring telecommunication equipment performance and performing backup and recovery are also duties in this services area.

Service Desk

Known as the "Help Desk" this service area requires additional attention to sustain a dedicated service desk specialist. The Service Desk provides a single point of contact to initiate customer work orders related to technology concerns. The Service Desk performs such duties as resetting passwords; trouble-shooting hardware, software and application problems; and routing customer requests to the proper person for resolution.

<u>Central Business Solutions Division</u>



The Central Business Solutions division currently reports to the Office of the IT Director and plays a key role in fulfilling the City's information needs by procuring, installing and maintaining a quality suite of business software and applications. This division also works with departments to design and review business processes, perform gap analysis, forecast future application needs and provide custom user interfaces. The IT department supports a variety of applications which are listed in Appendix C – Supported Software and Applications. The Central Business Solutions division provides support in four major areas as described below.

Application Administration

This function is a shared role with the Network Division. The City's investment in software is maintained by performing patches and upgrades as they become available. Software and business applications must also be regularly monitored and tuned to ensure maximum performance. The Central Business Solutions division also manages software licenses, provides application backup and recovery services, coordinates projects and fulfills ad hoc product requests. This division works with a Network Analyst to provide a standard desktop PC build for City staff. This division also works to fully deploy software packages; such as the Sungard public safety system and the Infor infrastructure management system.

Business System Analysis

Even though a business application may be specific to a single division, it is important that the selection and deployment of that application comply with City standards and work well within the context of the entire suite of City business applications. The Central Business Solutions division reviews application choices and works with departments to make sure their application decisions are strategically sound. Performing "gap" analysis, performing best use analysis, reviewing business processes and designs, planning for new software implementation and doing the actual software installation are other areas where Central Business Solutions plays a critical role.

Application Development

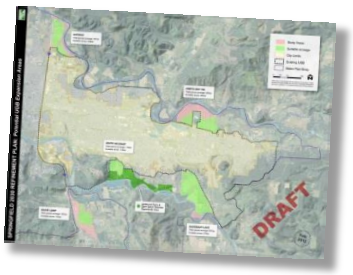
For a limited set of business applications the Central Business Solutions division will create custom extended functionality within the application and integrations between applications. Programmer Analysts have experience understanding data and the processes by which data can be integrated across application platforms. This not only enriches the information possibilities across all applications but also helps inform decision-makers in ways not previously possible. The Central Solutions division also produces technical documentation and procedures to help answer staff questions about application use.

Database Administration

Most City applications are tied to databases that require a sophisticated level of deployment, management and maintenance. Database Administrators are called on to perform software patches and updates, provide backup and recovery, and design and implement schemas.

GIS Division

The GIS Division delivers a full range of geospatial science services. This includes data creation, data maintenance, producing maps, performing database administration, managing GIS-related projects, and providing technical support.



In addition to some of the duties performed by the Central Business Solutions division, the GIS Division also supports a vast array of earth sciences and physical engineering applications for the Development and Public Works department.

The GIS Division also provides additional services in the following five areas.

GIS Service Delivery

The GIS division offers a set array of GIS mapping and analytical services to all departments. This includes the coordination and development of GIS data collected by other departments and maintained in a centralized spatial database. The GIS division also plays a central role in the deployment of a "multi-user" GIS environment which allows all city staff access to a centralized set of spatial data while at the same time supporting "power users" in key departments that require direct access to mapping applications and GIS analytical tools.

Data Creation

GIS staff are responsible for building new spatial data for the City. The smaller data creation requests are handled in-house and include such things as creating storm basin zones or digitizing creeks. More extensive data layer creation projects are usually contracted out; but require GIS staff project oversight and management during the conversion process. Projects such as these include planimetric data conversion (curbs, sidewalks, building outlines, driveways, trees, etc.) and the transportation system data integration project.

Map Requests

The visual display of data has become a key benefit to City staff and is done on almost a daily basis. GIS staff produce a wide array of maps for a variety of different divisions. These include maps showing well head protection areas, Springfield Ward maps, street surface type, 100-year flood zone and Sanitary Sewer basins to name just a few.

Project Management

GIS Staff play a vital collaborative role on projects which require spatial data. Sometimes that role includes being the project manager to ensure that data conversion services, application development, application purchases, and database integration processes are done in a timely and correct fashion. The project management role also involves fulfilling contract, and contractor management duties.

Public Information Requests

On occasion the GIS staff respond to requests for information from the public. This can take the form of a map, a spatial data request, scheduled electronic data delivery, or simply information relating to a spatial query; such as, "What ward boundary do I live in?"

IV. Current Technology Customers

The IT Department provides services to all City departments and to the public. One of the primary purposes of this strategic plan is to ensure that those services align with the business needs of City information technology users.

A. IT Customer Survey

The strategic plan recognizes that input from City Department heads concerning their IT user experience provides valuable information to better align IT services to their specific needs. The IT department benefits from a process that provides ongoing feedback for improving organizational structure and project oversight. Candid input from the City's department heads is a critical component of the IT Strategic Plan update process. This input was gathered by conducting an online survey, followed by face-to-face interviews and subsequent discussion at the City Executive Team meetings. These types of surveys will continue on an annual basis to ensure that IT stays connected to its customers.

Online Survey

A series of questions were developed and, using Survey Monkey, sent out to each department head prior to their face-to-face interview. The goal of the online survey was to offer a series of questions that could be answered quickly, provide background information for a frank in-person interview, and understand what future IT needs were of concern to the different departments. The survey consisted of 31 questions that fell into seven categories related to IT service delivery:

- Application delivery
- Project delivery
- Network reliability
- GIS service delivery
- Customer service
- Strategic planning and business planning
- Overall satisfaction

The survey was designed to solicit a positive or negative response to each question (no neutral-answer options were allowed). The respondents were asked to consider the current state of IT services; ignoring to the extent possible past practices and/or expected future IT performance. FY15 and FY16 will serve as benchmarks for showing a history of customer support satisfaction.

In-person Interviews

In person interviews should occur at least on an annual basis. A team consisting of the IT director and senior IT staff should meet with each department head to solicit feedback and delve deeper into some of the issues and concerns identified in the survey. This also offers an opportunity to gather information on department-specific long-range IT needs. And it also offers illustrative examples of both positive and negative IT service delivery.

Future interviews are planned to get additional staff input on IT customer satisfaction. These interviews include:

- Development and Public Works managers and supervisors – leadership team.
- City Manager's Office – selected staff.
- Fire and Life Safety – selected staff.

General Outcomes of Customer Survey

Most concerns about IT service were expressed by HR, DPW and Finance departments. The overall level of customer support received good marks but most departments acknowledged that it could improve. Network reliability received good scores. However, the IT director mentioned during the in-person interviews that there are some network appliances that are subject to failure causing network reliability to be at risk. GIS services received very high marks. All departments noted that IT needs more resources to do a better job and that the strategic planning process needs more attention. The general issues identified within each IT service delivery area are shown in the following table, with additional information from the customer satisfaction survey included in Appendix B.

Service Area	2015 Summary of Issues
Application Delivery	Application delivery was seen in a positive light by Library, Police, CMO and Fire.
	IT has the most work to do with HR, DPW and Finance in this category.
	HR had the most concerns of any department in this category.
	Main areas of improvement for IT include improving business application delivery and external customer support.
Project Delivery	IT has the most work to do with the HR department and the City Manager's Office.
	Five departments gave IT high marks for providing quality project management services
	Library, HR and CMO all expressed concerns about getting IT to complete projects on time.
Network Reliability	Retrieving data is a concern for DPW and HR.
	IT has gathered strong marks in the areas of network reliability, responsiveness and announcing planned outages.

Service Area	2015 Summary of Issues
	There is some work to do on providing better data storage and retrieval services.
GIS Service	All departments gave GIS high marks. Low marks were from those departments that did not make use of GIS.
	IT should do more education with departments regarding GIS. Departments could use GIS services with which they are not familiar. And in some instances departments are not aware that they are already using some GIS services.
	IT has the most work to do with HR in terms of providing GIS services.
Customer Service	The Police department gave highest scores in this service area.
	IT has the most work do with HR in this area; primarily with PeopleSoft services.
	Several departments would like to have more timely help and have their problems resolved in more timely fashion.
	Overall, IT is getting positive feedback on customer service.
Strategic Planning	All departments had strategic planning concerns.
	All departments acknowledged that IT does not have enough resources and is not prepared for a severe outage.
	IT has the most work to do with DPW and Finance in this service area.
	The Library and HR had the next highest level of concerns in this service area.
	Five departments felt that IT has a vision and strategic direction for implementing new technology.
Overall Satisfaction	IT has the most work to do with HR in this area.
	Fire department was the only department that felt IT did not have a secure data management policy/practice in place.
	Despite concerns in other areas, IT received good overall customer satisfaction scores.
	IT staff are perceived as being technically knowledgeable.

B. Internal Information Technology Users

The IT Strategic Plan has three primary goals:

- Ensure that technology services are aligned with department needs.
- Provide a structure for departments to engage in citywide technology decisions.
- Offer a plan for technology consumption out to a five-year horizon.

Valuable feedback was gained through the department surveys and interviews. This feedback, as it relates to technology needs, is provided in this section.

City Manager's Office

Department Overview

The City Manager's office is responsible for directing and coordinating the work plans of all City departments to achieve City Council goals. Staff in the City Manager's Office support the Mayor and City Council. They are also responsible for the city recorder functions; city elections; management of boards, commissions and committees; media relations; public information; responding to citizen questions; intergovernmental relations, administration of the City budget; and managing the City's community and economic development program.

Key Findings

The City Manager's office would benefit from the complete installation of VPN (virtual private network) so City staff could work securely from remote locations. The CMO's office uses GIS services, primarily maps and analysis for their economic development work. CMO staff, as well as all city staff, are doing more of their work online and using web-enabled technologies. Paperless agenda packets are being generated to get information to City Council and staff more readily and with less waste.

Development and Public Works

Department Overview

The Development and Public Works (DPW) department is organized into four divisions which are: Community Development, Current Development, Environmental Services and Operations. These divisions look at the long-term growth and future of the City; oversee day-to-day changes in property within the City and UGB; protect Springfield's natural resources; and maintain the City's infrastructure including the street, wastewater and stormwater systems.

Key Findings

Identified technology needs for the DPW department include better security, tracking and management of documents and confidential files. Document sharing technology, such as the Sharepoint application used by Lane County, is of interest to DPW. DPW projects generate large amounts of image data which now require large data storage appliances. The use of mobile applications is also expected to increase in order to take the technology into the field to perform such work as asset tracking and maintenance. DPW is not alone in desiring a better set of

budget tools in order to have a standard method for preparing budgets and sharing this information with other departments. DPW is also among several departments that would like to see the City's internal and external web sites updated. Developing a standard desktop PC configuration would reduce confusion. DPW will continue to be a high consumer of GIS services and will invest heavily in this technology as a means to perform business.

Police Department

Department Overview

The Springfield Police department's primary mission is to "protect lives and property by enforcing laws and preventing crimes." The Police department provides criminal investigation, report taking, records management and property/evidence management services. In addition, the Police department provides community services such as crime prevention, neighborhood watch, and volunteer programs. The Police department also handles animal control calls and performs traffic safety duties.

Key Findings

The police department would like to increase the use of social media to allow citizens to interact with the department. Using GIS and data gathering technologies to produce crime maps is also desired. A full, successful implementation of the Sungard system is expected over the next few months. The police department also sees a benefit in having IT take on the duties of PC installation and replacement; perhaps for the entire City. Having a dedicated IT staff resource is a big benefit for this department and is expected to continue. Implementing a web-based "use of force" application; such as "Blue Team" is a future goal as well as employing drone technology as a way to aid police work. Hiring a dedicated digital crime investigator is a priority for the department as more and more crime is committed electronically.

Human Resources

Department Overview

The Human Resources (HR) department functions to maintain a high-performance work force and ensure the compliance with laws and regulations. The HR department provides a wide array of services which include the administration of employee benefits, tracking family medical leave, managing labor and

employee relations, providing an ergonomic workplace program, recruiting and selecting new employees, coordinating the volunteer program and engaging in risk management services.

Key Findings

Training for application software is a current need for HR. Like other departments, HR recognizes that training on application software is a department responsibility. But additional help with email and Outlook is often needed. The PeopleSoft suite of applications could also use additional assistance. There are modules of PeopleSoft that need to be implemented; such as certification pay and all-hours pay calculations and the recruitment module. HR would like some measurements on how best to select new software and then how to measure its effectiveness. There is also a need for secure wifi so that staff can go anyplace in a City building and do City-related work. HR recognizes that GIS could be leveraged to provide information that would benefit the department. Increased communication between IT and other departments is desired and creating a strategic plan is also seen as a positive move. Updating the web sites and providing an "e-benefits" application for staff are also anticipated projects.

Finance

Department Overview

The Finance department "…manages the finances of the City and Metropolitan Wastewater Management Commission, and operates Municipal Court." This department provides budget services as well as long range financial projections, cash and investment management, debt administration, purchasing services, accounts payable, accounts receivable and payroll services. The City's budget is reviewed annually by a committee made up of the Mayor, the six City Council members and one community member appointed from each of the six City wards.

Key Findings

The Finance department has several applications that would benefit from better application integration. This includes the PeopleSoft, BRASS, and LaserFiche applications. PeopleSoft is expected to continue to play a key role at the City for several years and even longer. However, additional modules of the PeopleSoft suite will need to be implemented, such as the "Envision" module. Finance would like to see a better return on investment, and better user support, in central service applications. Finance will be replacing the budgeting software known as BRASS by 2017 and plans are already underway on how to do that. The Court management system, known as Tyler, is currently a standalone application which is not optimal since one of its selling points is the ability to integrate with other business applications. Integrating Tyler with the public safety call taking system

(Sungard) is a desired goal. Finance would like to see the City move more in the direction of creating a comprehensive business model for making software choices. Finance does not use GIS services but the opportunity is there; such as showing the predicted infrastructure lifecycle on city assets. Building a better communication mechanism is also desired so that Finance can keep up on IT-related projects like VPN and LaserFiche.

Fire and Life Safety

Department Overview

The mission of the Fire and Life Safety department is "to serve communities by protecting and preserving life, property, and the environment through prevention, education, emergency medical services, rescue, and fire suppression services." This department also provides fire, rescue and EMS response to three contract districts in the Springfield area as well as ambulance service to a much larger region totaling 1,514 square miles. The fire and life safety departments of Eugene and Springfield created an intergovernmental agreement in 2010 to enter a trial "functional consolidation" of the two departments. This merger was officially complete in 2014 with a new department name of "Eugene Springfield Fire" being adopted.

Key Findings

As of this writing IT has not had the chance to perform a face-to-face post-customer service survey with the Fire Chief. The survey answers, survey comments and information from the Fire Marshal's Office Strategic Plan (July 2014 – June 2018) were used to identify technology needs of the department.

The Eugene Springfield Fire department (ESFD) would like to see shorter turn-around times for resolving technical problems; but recognized that IT performs adequately given the small staff size. The ESFD does make use of GIS services; but those services are provided by LCOG and/or City of Eugene. ESFD, like other departments, is concerned about how well IT can recover in the event of a disaster and is also concerned about the security of their data related to IT's infrastructure problems. The ESFD strategic plan indicates a need for tablet and mobile data computers to run a fire inspection program and consume dispatch data. The plan also indicates a need to invest in technology infrastructure improvements and update the Fire Marshall Office's website.

Library

Department Overview

The Springfield library provides citizens access to information, education, early literacy training, and to a wide range of family friendly programs. The Library also provides high-speed internet access as well as the ability to download digital books and e-books from home. The Library gives "the community access to the world of reading and learning through books, tapes, computers, technology and children's cultural events."

Key Findings

The Library uses a web-based library management system known as Sirsi, and plans to stay with that software for the long term. The Library would benefit from better technology collaboration with the IT department. Moving away from "fixed computers" for library patrons is a goal. This vision would allow patrons to use mobile devices while visiting the library; making book searches and information queries easier. The Library would also benefit from the timely delivery of IT projects. The Library uses GIS services occasionally but could make more use of the products that GIS has to offer. This includes showing voter preferences after an election, knowing where the concentration of senior citizens are in the City, and having an "Executive Dashboard" application that would show managers the current state of the City – such as construction project sites, community events, criminal activity, and more. Like other departments the Library would benefit from a more robust and integrated budgeting system as well as a better fleet management application. Technology that would allow patrons to make credit card payments at the Library is also desired and is an area where IT assistance is needed. The Library is also investigating a "self-checkout" process that might use radio id tag technologies.

C. External Information Technology Users

The City of Springfield offers services to customers other than City staff. Many of those services require the use of technology supported by the IT department. This includes electronic systems that support the building permit process to displaying web-enabled maps of Springfield for public consumption. The GIS staff within the IT department also produce hard copy maps and provides electronic data for citizens and other outside parties. Technology plays a role in serving local residents, private developers, volunteer organizations, technology vendors and other government agencies.

V. Vision, Mission and Goals

STABLE,
SUSTAINABLE,
SIMPLE

A. IT Vision

The IT Department is on a sustainable path to continually enhance IT service delivery within the context of a shared strategic vision. The IT Department is adept, resourceful, professional and able to strategically advance IT solutions for the City of Springfield.

B. IT Mission

The IT Department provides excellent customer service with proactive and sustainable solutions that provide value to customers by facilitating desired outcomes.

C. IT Goals

The goals of the IT Department are designed to address immediate, short-term, issues as well as provide direction for long-range work plans. The goals also align with the Strategic Initiatives described in section X. of this document and with the City of Springfield City Council goals shown in section III. "Current Organizational Environment."

Goal 1. Customer service goal

Align customer needs with technological solutions to better meet customer's expectations and requirements.

Goal 2. Business continuity goal

Establish a solid foundation of technology infrastructure that allows the opportunity to facilitate sustainable and well-integrated business solutions.

Goal 3. Cyber Security goal

Mitigate risk, ensure regulatory compliance, and reduce liability while supporting key business needs.

Goal 4. Competitive advantage goal

Leverage technology and information resources to encourage economic development and revitalization.

Goal 5. Transparency goal

Foster an environment of transparent operations and communication that better serves internal and external customers.

Goal 6. Partnership Goal

Participate in partnerships which provide value to the City and advance shared technology goals.

Goal 7. Best practices goal

Comply with best practice frameworks that optimize department efficiencies and minimize unanticipated costs.

VI. Information Technology Guiding Principles

The Information Technology Department is committed to developing and embracing a set of "Guiding Principles" that will be employed as a set of parameters to govern the daily actions of the IT Department staff. These Guidelines will also be used during the technology evaluation and deployment process to better inform City decision-makers on how best to prioritize and/or approve technology decisions. The Guiding Principles are organized into nine (9) categories and include the following:

A. Strategic Partnerships & Organizational Principles
B. IT Business Principles
C. Standardization Principles
D. Business Performance Principles
E. Innovation Principles
F. GIS Principles
G. Community Impact Principles
H. Cyber Security Principles
I. Confidence and Trust Principles

A. Strategic Partnership and Organizational Principles

City Organizational Principles

1. The IT Department will be fully engaged with the City Executive Team to educate, inform and guide technology-driven policy.

2. The Springfield Technology Steering Committee (the previous Information Strategic Planning committee) will help inform the IT Department about technology, software, hardware and business needs at all levels within the City organization.

3. The IT Department will create effective Project Teams to address the business needs of City Departments and Divisions.

4. Service level agreements will be developed, monitored, and updated to manage and measure IT customer service delivery.

Regional Organizational Principles

5. The Springfield, Eugene, Lane County Executive Officers (SEL) acts as a means to inform the Executive Team and the Regional Information Officers about regional technology issues employed in the long-range planning arena. The IT department will remain informed on SEL technology needs and directions.

6. The Regional Information Officers (RIO) team will serve as a means for the IT Department Director to participate in and influence regional technology issues.

7. The Regional Application User Groups will serve as a way to share knowledge, software acquisition and custom applications.

8. The GIS Division manager will serve as the Springfield representative to the regional GIS Coordinators Committee.

9. The IT Department will review and provide input to the annual regional GIS work plan known as the Cooperative Project Agreement (CPA).

Strategic Partnership Principles

10. The IT department will engage in strategic partnerships which are beneficial to the City; such as technical networking, educational opportunities, and industry regulation and compliance.

11. The IT department will engage in strategic partnerships that offer the City the opportunity for an equal voice in the partnership.

Liability Principle

12. The IT Department will be proactive in reducing or eliminating the City's risk of being held liable with respect to information management and data security.

B. IT Business Principles

People Principles

1. People are the most important resource for maintaining and operating IT infrastructure. Every effort will be made to hire and retain the best talent.

2. Staff are well trained and able to support current technology

Network Principle

3. The City's IT infrastructure (data center, networks, telecommunications, wireless systems, etc.) is the foundation of the City's ability to function and therefore must be designed and configured to be secure, reliable, maintained on a regular schedule and sized for the organization.

Data Principles

4. The IT department will promote workflow processes that capture and validate data at the source, enabling that data to become the foundation for all other downstream processes.

5. The City's data assets represent a long-term investment that will be protected and maintained. Data assets will be made available at the level required to perform the business function. Data not directly required by the business function will be kept confidential.

6. The IT Department will always strive to find technical solutions that improve information sharing across the City given the constraints of liability and confidentiality.

7. When a department is considering a business solution, the IT Department will encourage solutions that promote citywide application and data sharing.

8. IT strategies will foster easy access to information, when it's needed and where it's needed, to assist City staff in performing their duties and to provide assistance and outreach to the public.

Application Principles

9. The IT Department will encourage the City to use technology that best presents the data in a format which supports the needs of the user. The City does not necessarily need to adopt the newest technology available.

10. Only proven technologies will be implemented for critical systems.

11. The IT Department will maintain application software with regular installation of software version upgrades, as required.

12. A thorough analysis of business needs and requirements will be conducted before selecting solutions.

13. Enhancement of existing applications will be carefully considered before choosing new solutions.

C. Standardization Principles

1. The IT Department will promote the purchase of commercial off-the-shelf (COTS) software applications and minimize customization to reduce implementation and support costs, whenever available and practical.

Departments will be encouraged and supported to change their business practices to match the software functionality.

2. The IT Department will identify and promote technology standards for supported systems.

3. The IT Department will provide a common and consistent technology environment for City Staff. This includes providing a common PC desktop platform to ensure City staff are using the appropriate Office, Business and Central Service software.

4. The IT department will adopt the Information Technology Infrastructure Library (ITIL) management framework. This framework will help the IT Department provide consistent, measurable and repeatable services across the IT service lifecycle.

D. Business Performance Principles

Sustainability Principles

1. Technology implementation will provide an ongoing economic benefit to the City and its citizens.

2. Supported technology solutions will have a defined life cycle which includes the ability to commit sufficient resources to maintain the data, application, hardware, and staff beyond the initial application deployment stage.

3. Eco-friendly technology solutions will be promoted.

Cost Accounting Principles

4. All projects will begin by performing a cost analysis which includes salary and benefits expenses.

5. The IT Department will work with other City Departments to provide an on-going work tracking system capable of producing periodic reports which measure project costs and timelines.

6. Technology solutions must be cost-effective and provide a means to perform work at a lower cost, or provide new value-added products.

Project Management Principle

7. The IT Department will provide the City with effective project management services that deliver projects on time and on budget.

E. Innovation Principles

1. Technology will be used by the City to help attract and accommodate business opportunities within the city.

2. Innovative solutions will be used to overcome business and technical challenges.

3. The IT Department will examine future technology trends to better understand how current resources can meet future City demands.

F. GIS Principles

1. GIS will be used as a foundation for the implementation of location based technologies and applications.

2. Analysis of GIS solutions will be included as part of the business review process.

3. GIS will be used to enhance access to, and analysis of, enterprise data for City departments and citizens through online tools.

4. The GIS division will be the primary provider of professional mapping services to the City; thereby promoting both quality control and proper map production practices.

G. Community Impact Principles

1. Information Technology will be used to foster an environment of open government.

2. Information Technology solutions will serve as educational delivery mechanisms to the public.

3. Online "self-service" applications will be constructed to better serve the public and increase organizational efficiencies

H. Cyber Security Principles

1. The IT Department will establish a secure network in conformance with national standards that employ a shift toward continuous security monitoring and real-time threat assessments.

2. The IT Department will manage cybersecurity policies and procedures to address risks.

3. Any software and hardware planning and design will conform to security standards.

I. Confidence and Trust Principles

1. The IT Department will conduct its business within an atmosphere of transparency and openness.

2. The City will promote information technology systems that ensure public trust and establish a system of public participation and collaboration.

3. The IT Department will continue to motivate and encourage the City to adopt appropriate technology solutions through informed decision-making principles.

4. The IT Department will work with other City departments to provide better access to information.

VII. IT Technology Resources

Fiscal Year 15/16 will be the first year that City departments will operate under a set of defined IT service deliverables specified in a set of Service Level Agreements (SLA). This new vision for IT service delivery brings a transparency to the service provision process and will allow IT to better engage departments about their technology needs as well as establish benchmarks for IT service consumption given existing resources. The transfer of the GIS section to IT brings the funding component of that program with it. However, it also requires that IT deliver GIS and technical services to the Development and Public Works department at the same level that DPW enjoyed through their Technical Services Division. In essence, the transfer of the GIS section to IT is a zero sum gain. However, the long range strategy is that as IT gains experience at building more efficient service-delivery models, it can provide better services and offer a broader array of business solutions.

A. Budget Resources

The table below shows the IT and GIS expenditures over the last four years and the projected expenses for FY16. Although GIS and IT expenses where split between IT and DPW through FY15 it is important to understand what the City has historically spent on technology resources. Over the last five years the City has seen an increase in technology expenses one year, followed by either a reduction or minimal increase in expenditures the next year.

GIS costs went down in FY14 from the previous year, but then saw increases in FY15 primarily from funding the network audit report and topographic remapping projects. A small increase of combined IT and GIS expenses is projected for FY16.

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Amended	FY16 Projected
IT Expenditures by Account					
Personnel, Material & Services, Capital, Phones	1,339,119	1,390,837	1,343,620	1,478,817	1,508,220
Computer Equipment, Contractual Services, Software License Fees	69,821	96,409	117,167	257,000	207,000
IT Expenditure Subtotal	**1,408,940**	**1,487,246**	**1,520,787**	**1,735,817**	**1,715,220**
GIS Expenditures by Account					
Personnel, Material & Services	613,802	874,334	864,014	1,021,938	1,026,993
Asset Management and Special Projects	248,115	218,456	20,054	209,946	271,946
GIS Expenditure Subtotal	**861,917**	**1,092,790**	**884,068**	**1,231,884**	**1,298,939**
Total IT/GIS Expenditures	**2,270,857**	**2,580,036**	**2,404,855**	**2,967,701**	**3,014,159**
Percent change over prior year	**n/a**	**13.6%**	**-7.28%**	**23.4%**	**1.56%**

B. Staff Resources

As emphasized in the "Guiding Principles" section of this document, people are the most important resource for maintaining and operating an IT department. Every effort will be undertaken to employ highly qualified and motivated IT personnel with keen analytical abilities and strong team building skills. Staff are continually being challenged to take on more and more responsibilities; often within the context of fluctuating budget resources and competing demands for their time. At the same time it is important for IT to create a work environment that encourages the hire and retention of highly skilled staff.

Information Technology Full Time Employees				
FY12	FY13	FY14	FY15	FY16
10	10	10	11	16*

*- increase due to GIS/IT merger and possible hire of Central Business Solutions division manager

Staff levels have remained fairly flat over the last four years; even though the number of supported applications has grown, network complexity has increased and security risks have risen. In addition several staffing challenges face the IT department at the beginning of FY16:

- Filling the vacant GIS manager position is a high priority. This position has been covered through an existing GIS DBA "acting in capacity"; which leaves the GIS division spread too thin in the areas of project management, staff oversight, GIS division coordination, and completing highly technical work tasks.
- At the end of FY15, the GIS division will be losing a GIS Analyst due to resignation. This position must also be filled as soon as possible in order to keep up with data base maintenance and product delivery tasks.
- The IT department has six FTE who work in the Central Business Solutions division. This division will benefit from the direction provided by a division manager. The strategy for filling this position should be resolved in early FY16.

C. Technology Optimization

The IT department is committed to improving service delivery and reducing technology costs. The June 2015 Network Audit report completed by Hawes Technologies provided a timely, and necessary, review of the City's hardware and network infrastructure. The report identified security risks, needed hardware, improved business practices, necessary system tuning, and much more. This audit is an important step in assuring that the IT department can continue to provide the City with reliable, secure, and efficient technology services. The technology trends under consideration, and implementing future trends in business practices, will also help reduce operational costs.

D. Industry and Regional Partnerships

Creating partnerships with other public and private agencies is a sound strategic endeavor that not only increases institutional knowledge, but enhances underfunded initiatives. Springfield IT and GIS have experience engaging in a variety of partnerships that promote work toward common goals and objectives; both for the City, the region and even the State. It is important that IT continue to engage in partnerships that align with City goals and interests. Examples of successful collaboration with outside agencies include the following:

- Working on regional committees and subcommittees; such as the Regional Information Officers, the Regional GIS Steering Committee, and the regional Taxlot subcommittee.
- Employing private sector experts for limited-duration, focused projects. The Hawes Technology network audit; and the David Evans & Associates topological data gathering projects are recent examples.
- Partnering with State and Federal agencies to promote data development and state-of-the-art application development. Examples of this strategy include working with NASA's World Wind project team to develop 3D modeling applications and partnering with the State Department of Geology and Mineral Industries (DOGAMI) to gather LiDAR data for the City.

The IT department will continue to find ways to partner with agencies on compatible projects while working within the constraints of staff resources and legal requirements.

VIII. Future Technology Trends

Technology trends are hard to forecast and change dramatically from year to year. Still, an important part of any technology plan is the attempt to identify industry trends and forecast the role new technologies will play in the future work place. Some of these "future" trends are actually in use today but require a more complete implementation to make them fully effective. Other trends are appearing as brand new innovations; offering ways to provide technology services that are presently not possible. Each of these trends should be evaluated within the context of the Guiding Principles listed in section VI. "IT Guiding Principles", to determine their value and practicality to the City. Technologies that are expected to be employed by the City, and supported by the IT department over the next five years, fall into five broad categories: Point of Work Computing, Service-based Architectures, Knowledge Management and Analysis, Cyber Security, and Future Business Practices. *The tables that follow are intended as an overview of possible future services and do not necessarily reflect actual planned projects.*

A. Point of Work Computing

Increasing the ability to take computing resources to out-of-office work sites is a growing technology trend. Instantly sharing documents, employing new remote sensing and data gathering devices, leveraging social media as a communication tool and building intelligent applications are all areas where new technologies will be employed.

Gartner, Inc., a leader in information technology research identified the top 10 strategic technology trends for 2015. David Cearley, vice president and Gartner fellow offers the following insight on the trend for organizations to serve the needs of mobile users:

> *"Phones and wearable devices are now part of an expanded computing environment that includes such things as consumer electronics and connected screens in the workplace and public space. Increasingly, it's the overall environment that will need to adapt to the requirements of the mobile user. This will continue to raise significant management challenges for IT organizations as they lose control of user endpoint devices. It will also require increased attention to user experience design*."

Point of Work Computing		Fiscal Year				
TELECOMMUTING		15/16	16/17	17/18	18/19	19/20
Remote telework	Utilize the City's telecommunication infrastructure, such as the Internet, to provide remote offices or individual users with secure access to their organization's network.	✓	✓	✓	✓	✓
Mobile technology	Leverage smart phones, tablet computers and mobile hand-held data collectors to increase work efficiency.	✓	✓	✓	✓	✓

Point of Work Computing		Fiscal Year				
TELECOMMUTING		15/16	16/17	17/18	18/19	19/20
Webinar	Increase the use of online events hosted by either the City or other organizations for training and seminars.		✓	✓	✓	✓
Video Conferencing and eMeetings	Employ the City's computer networks to transmit audio and video data to facilitate a live meeting between people in separate locations.		✓	✓	✓	✓
Real time document sharing	Provide the ability to instantly share data and documents as they are being edited. Automatically update data content on multiple devices.		✓	✓	✓	✓

Point of Work Computing		Fiscal Year				
ECOMMERCE		15/16	16/17	17/18	18/19	19/20
Online Payments	Provide the ability for citizens to pay for City services online.	✓	✓	✓	✓	✓
Data Downloads	Provide the ability for citizens to download requested data on a real time basis.		✓	✓	✓	✓
Citizen Self-Service	Provide the ability for citizens to consume City services over the internet.	✓	✓	✓	✓	✓

Point of Work Computing		Fiscal Year				
SOCIAL MEDIA		15/16	16/17	17/18	18/19	19/20
Crowdsourcing and Decision Markets	Solicit comments and feedback about City services and performance from the public using social media. Use this information to inform City policy-makers on future direction.		✓	✓	✓	✓
Tie social comments to spatial location	Track the geographical location of social media feedback.		✓	✓	✓	✓
Communicate with City	Use social media as a tool for real-time communication with City staff. For example, using instant message technology to communicate between staff.		✓	✓	✓	✓

Point of Work Computing		Fiscal Year				
DATA CAPTURE USING ROBOTICS/SENSOR TECH.		15/16	16/17	17/18	18/19	19/20
SCADA – Supervisory Control and Data Acquisition	Employ real-time monitoring of networks; such as traffic system, wastewater system.	✓	✓	✓	✓	✓
Intelligent Transportation Systems	Use advanced applications and sensors to provide safer, more efficient use of the surface transportation network.	✓	✓	✓	✓	✓
Intelligent Wastewater Systems	Employ intelligent monitoring devices to allow for real-time trouble-shooting, real-time reporting and automatic data collection.	✓	✓	✓	✓	✓

Point of Work Computing		Fiscal Year				
DATA CAPTURE USING ROBOTICS/SENSOR TECH.		15/16	16/17	17/18	18/19	19/20
Environmental monitors	Support the deployment of field monitors to capture the health of streams, air quality, wetlands, and other environmental factors.				✓	✓
Drones and Closed Circuit TV	Use airborne drones, CCTV devices, and body cameras to capture data about infrastructure health, security issues, and law enforcement practices.	✓	✓	✓	✓	✓

Point of Work Computing		Fiscal Year				
ASSET TRACKING TECHNOLOGY		15/16	16/17	17/18	18/19	19/20
Facility and building infrastructure tracking	Employ hardware and software to monitor the energy consumption of City buildings. Also track the maintenance history of facilities and buildings.		✓	✓	✓	✓
Bar Code, QR code, and Radio Frequency Technology	Use smart id tag technology to track City assets, such as computers, printers, telephones, etc.		✓	✓	✓	✓

B Service-based Architectures

Service-based architecture is a system that involves the interaction between loosely coupled services that function independently. The services communicate with each other to do simple tasks, such as passing data back and forth, to more complex tasks, such as coordinating the activities of field crews. This technology provides a viable platform for integrating business processes, integrating data and organizational knowledge; and in theory provides a cheaper, and quicker, application development environment. As Mr. Cearley of Gartner, Inc. notes:

> "Cloud is the new style of elastically scalable, self-service computing, and both internal applications and external applications will be built on this new style. While network and bandwidth costs may continue to favor apps that use the intelligence and storage of the client device effectively, coordination and management will be based in the cloud."

Advantages of using service-based architecture are that it can save the organization money in equipment and software investments, speed application delivery and reduce data management costs.

Service-based Architectures		Fiscal Year				
		15/16	16/17	17/18	18/19	19/20
Cloud Computing and Cloud Technologies	Use the “cloud” as a resource for storing large amounts of data. Perform disaster recovery, host applications and leverage cloud platforms (hardware).	✓	✓	✓	✓	✓

Service-based Architectures		Fiscal Year				
		15/16	16/17	17/18	18/19	19/20
Software as a Service	Use cloud-hosted software as a method for providing client and business application software solutions.	✓	✓	✓	✓	✓
Infrastructure as a Service	This technology would allow IT staff to programmatically create, manage and provide network infrastructure elements without the overhead of obtaining and operating the physical gear.		✓	✓	✓	✓
Data as a Service	This concept would enable staff to consume data on demand from other organizations, including local governments.	✓	✓	✓	✓	✓
Integration Services	This service would employ technology (software) that could automatically integrate data in disparate formats for use in web, client and business applications.	✓	✓	✓	✓	✓
Appliance Technology	These specialized hardware devices would be used to perform specific tasks. They could be used as storage devices, digital signage, or for performing encryption services.	✓	✓	✓	✓	✓
Virtualization	This technique would leverage existing hardware capable of building a virtual version of servers, storage devices, network devices, or even desktop computers.	✓	✓	✓	✓	✓
Large Storage and Data Management	Utility, GIS, and Public Safety needs generate massive amounts of information. This technology would provide the means to store, retrieve and analyze mass data by creating Storage Area Networks and/or Network Attached Storage devices.	✓	✓	✓	✓	✓

C. Knowledge Management and Analysis

Government organizations generate a tremendous amount of information and Springfield is no exception. Over time this data can become closeted and/or siloed within a single department or division. This makes information access difficult and information sharing even more so. Technology trends in this area seek to employ systems for not only managing the data, but making it more open and accessible to the organization; and the public. A further step in this area is finding new ways to analyze the data, thereby generating new perspectives, and uncovering new trends. As the Gartner study noted, "the value is in the answers, not the data."

Knowledge Management and Analysis		Fiscal Year				
KNOWLEDGE MANAGEMENT		15/16	16/17	17/18	18/19	19/20
Data cataloging and data mining systems	These applications would have the ability to search an organization's data assets and provide an initial look at those resources. Other applications would track and mine information within the organization or even across multiple systems.		✓	✓	✓	✓
Business Intelligence	IT will employ business application software that provides structure to retrieve, analyze, transform, and report data.	✓	✓	✓	✓	✓
Document Management	These systems store, manage, and track electronic documents and electronic images. Greater implementation of this technology will occur within the City using a common service solution.	✓	✓	✓	✓	✓
Dashboards Applications	IT will employ this technology to present a customized view of organizational resources. It might include a simple real-time text display of current city events, to an interactive GIS map showing crime activity, road projects, city expenditures by ward, and so on.		✓	✓	✓	✓
Metadata Applications	This type of data cataloging software will be used more by the City as a tool for locating and better understanding data resources.	✓	✓	✓	✓	✓

Knowledge Management and Analysis		Fiscal Year				
VISUALIZATION AND ANALYSIS TECHNOLOGY		15/16	16/17	17/18	18/19	19/20
3-D Analysis	This GIS and CAD technology will take on greater importance as more vertical data is captured. Producing a three-dimensional rendering of an object or site; or even creating a computer generated video will enable clients to visualize data in new ways.	✓	✓	✓	✓	✓
Heat Mapping	This mapping technique will grow in importance within the City. Heat maps display data patterns along a color spectrum to highlight patterns, densities and clusters of data not otherwise easily discernable.	✓	✓	✓	✓	✓
Temporal Analysis	As more data is collected over time the City will employ software that can detect trends and changes along a timeline.	✓	✓	✓	✓	✓
3D Printing	The City will employ 3D printers to create solid objects of 3D models. These could be used for public presentations, kiosk displays, planning aids and even construction projects.		✓	✓	✓	✓

D. Cyber Security

The challenge for IT organizations today is to not only quickly respond to a security threat; but also implement systems which are capable of monitoring themselves on a real-time basis for such threats. Providing a safe, secure computing environment is "job one" for any IT department. This becomes more of a challenge with the competing needs to make information more open and accessible, while at the same time not exposing the organization to security risks. As Gartner, Inc. further notes:

> *"All roads to the digital future lead through security. However, in a digital business world, security cannot be a roadblock that stops all progress. Organizations will increasingly recognize that it is not possible to provide a 100 percent secured environment. Once organizations acknowledge that, they can begin to apply more-sophisticated risk assessment and mitigation tools. This will lead to new models of building security directly into applications. Perimeters and firewalls are no longer enough; every app needs to be self-aware and self-protecting."*

Cyber Security		Fiscal Year				
		15/16	16/17	17/18	18/19	19/20
Real-time threat assessment and response	Technologies will be employed that constantly monitor network infrastructure for cyber security threats. Other technologies will be embedded in applications and data to determine if a security breach is underway.	✓	✓	✓	✓	✓
Auditing, compliance and testing	Work tracking systems, auditing systems and new procurement systems will be employed to reduce City liability.	✓	✓	✓	✓	✓
Single sign-on service	Software will be deployed to allow the user to sign on once and have access to all their accounts and applications.	✓	✓	✓	✓	✓
Alternative Passwords	Applications will be employed that use non text-based passwords. Such as retina scans, biometrics and even wearable password devices.		✓	✓	✓	✓
Facility and Equipment Access	The City will employ technologies in city equipment, buildings, vehicles, etc. to determine least-privileged access to the facility and/or equipment.		✓	✓	✓	✓

E. Future Trends in Business Practices

The following items represent future business practices which are possible today and not constrained by unavailable technology. These trends represent goals for the City to change, or enhance, current practices which will lead to providing more efficient, standardized (and therefore measurable) IT services. These are

worth noting since the change must not only occur within the Information Technology department, but in many instances across the entire City organization.

Future Trends in Business Practices		Fiscal Year				
INNOVATION TO CONTAIN COSTS		15/16	16/17	17/18	18/19	19/20
Consolidation of Personal Devices	A standard set of City-approved personal computing devices will be identified. This will enable IT to better support those devices in terms of approved applications, device upgrade, system compatibility, and more.		✓	✓	✓	✓
ERP Consolidation	Enterprise resource planning will be organized as a central City asset, taking the form of a suite of integrated applications capable of providing business management services. This will enable IT to better support ERP services and provide a more consistent framework across multiple departments.		✓	✓	✓	✓
Automated Service Tracking	IT will employ a work tracking system to measure service delivery. This will enable IT to provide better estimates for work during the budgeting process, measure customer satisfaction, and provide better project management services.	✓	✓	✓	✓	✓
OpenSource Software	IT will determine the best, and most cost-effective, use of OpenSource solutions for delivering City services. OpenSource solutions can potentially reduce software costs if deployed properly.		✓	✓	✓	✓
Ergonomic Technologies	IT will work with Human Resources to devise ergonomic work environments. These technologies might include voice recognition software and stand-up computer desks.		✓	✓	✓	✓

Future Trends in Business Practices		Fiscal Year				
SERVICE DELIVERY AND REGULATION		15/16	16/17	17/18	18/19	19/20
Conformance with IT Industry Standards	The IT department will implement business practices which are better aligned to the industry standards for Information Technology oversight and governance. This includes performing self-auditing to ensure compliance with regulatory requirements.	✓	✓	✓	✓	✓
Ability to adapt to change	The IT department will use employee cross-training techniques to ensure uninterrupted service delivery to its customers. IT will also create a work environment that encourages adaptable work teams that can adjust to changing priorities.	✓	✓	✓	✓	✓

Future Trends in Business Practices		Fiscal Year				
SERVICE DELIVERY AND REGULATION		15/ 16	16/ 17	17/ 18	18/ 19	19/ 20
Leverage on-call contract services	The IT department will seek to reduce costs and employ industry experts by contracting with third party vendors. This will require the development of contingency funds to secure such services.	✓	✓	✓	✓	✓
Employ Proven Industry Solutions	The IT department will chose vendors that have garnered a significant market share within their respective service solutions.	✓	✓	✓	✓	✓
Promote Enterprise Visualization	The IT department will take the lead in promoting greater use of visual technologies with the City. These include GIS mapping, and Web mapping.	✓	✓	✓	✓	✓

IX. Information Technology Governance and Organization

The Information Technology Department, and the City as a whole, will benefit from the successful organization of decision-makers within a committee structure that oversees technology needs. Previously, the City of Springfield directed an Information Strategic Planning (ISP) committee comprised of department and division heads who provided high-level guidance concerning the City's technology directions. One of the strategic directions offered by this plan is to reestablish the organizational pieces that will give the City a clear governance methodology and promote an open process for evaluating business solutions. This aligns with the IT Goals, the Strategic Initiatives and Guiding Principles of making the business of information technology more transparent.

A. City of Springfield Information Technology Steering Committee

The City of Springfield department heads meet each week as an Executive Team (ET) to discuss, and make decisions, on a variety of City-related issues. However, it is apparent that a more technical forum is required to process the detailed requirements of technical business solutions that frequently arise. This plan endorses the concept of creating a technology steering committee comprised of "technology wise" staff who are capable of representing their department and/or division's technology concerns.

Technology Steering Committee Purpose

The Technology Steering Committee's (TSC) purpose is to provide a forum for discussion around citywide technology issues. TSC members will be comfortable processing detailed technology concerns and have a grasp of their respective department's IT resource needs and future direction. The TSC would report to the Executive Team; offering recommendations for technology services. In addition, the chair of the TSC would serve as the Customer Representative for the citywide Service Level Agreement (SLA). The TSC would also inform the IT Director on citywide technology goals and strategies.

Technology Steering Committee Member Responsibilities

TSC members will be chosen for service on this committee based on their ability and interest in performing the following tasks:

- Refine technology prioritization and project synchronization criteria.
- Perform dispute resolution on project priorities and sequencing.
- Participate in strategic visioning and long range planning.
- Represent citywide customers on technology initiatives.
- Review IT-related project needs and priorities.
- Act as chairperson on ad-hoc strategic leadership teams or technology user groups (see below).
- Consult with IT on setting and enforcing citywide IT policy.

Technology Steering Committee Chairperson Responsibilities

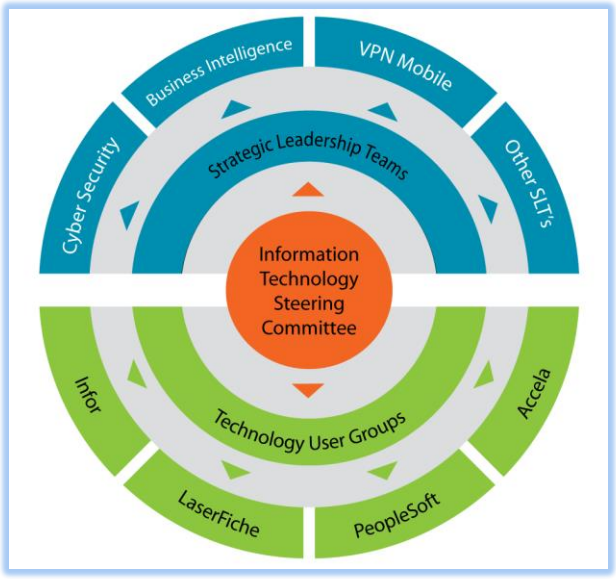
The TSC will choose a member to serve as chairperson for one fiscal year. The chairperson performs the responsibilities listed above; and also serves in the following additional capacities:

- Represents the TSC before the Executive Team; offering recommendations, findings, and concerns expressed by the Technology Steering Committee.
- Serves as the Customer Representative for the citywide Service Level Agreement (SLA).

B. Technology Steering Committee Organizational Structure

The City already utilizes a set of technology user groups concerned with the operational aspects of certain business solution software. In addition, the IT department is implementing a set of teams tasked with evaluating, and selecting, future business solution software. These groups are known as Strategic Leadership Teams. Both the Technology User Groups and the Strategic Leadership Teams will be overseen by the Technology Steering Committee as shown in the TSC graphic.

Strategic Leadership Teams



The purpose of a Strategic Leadership Team (SLT) is to form a work group, or task force, to study and/or implement new technology solutions. The SLT's would come together at the request of the TSC and/or the IT Director for a limited duration. Once the specific technology issue has been dealt with; then the work group would disband. Generic attributes of an SLT team include the healthy balance of skills (technical, administrative, leadership, etc.) and the inclusion of individuals from various levels within the organization's reporting (supervisory) structure. When on an SLT team, members are treated as equals regardless of their 'rank' within the organization.

Technology User Group

Technology User Groups (TUG) play a key role for the City of Springfield. These groups are typically formed around specific software applications and serve as a means for staff to:

- Share information – tips and tricks about how to use the software.
- Troubleshoot problems and employ workarounds.
- Offer feedback to IT staff on needed fixes and/or enhancements.

A future consideration is that the TUG's may morph into performing more like a Strategic Leadership Team.

The risk of creating such a committee structure is that it takes a fair amount of time to coordinate and keep active. Preparing meeting agendas, taking committee notes, attending meetings, etc. will require additional IT staff time and resources. However, by keeping such a committee structure vibrant the payoff for the IT department and the City is huge. Gaining valuable feedback and insight on IT services, conducting business in an open atmosphere, and better aligning IT services with customer needs, are just a few of the many advantages of having an active IT governance model.

C. Information Technology Department and Regional Committees

The formation of strategic partnerships and the participation in local, state, and even federal committees and work groups has already been mentioned. The IT department will continue to integrate their work plans with the ongoing committee structure that exists outside the City of Springfield. This includes, but is not limited to, the following committees:

- Regional Information Officers.
- GIS Coordinators Committee – coordinated by LCOG.
- Regional GIS Steering Committee – coordinated by LCOG.
- Regional GIS-related subcommittees – coordinated by LCOG.
- State Department of Administrative Services Framework Implementation Teams (FIT).
- Public Area Network Committee.
- Public Safety and Justice System Committee.
- Public Safety Core Team.

D. IT Industry and Professional Standards

Professional groups and specified industry standards are not organizational structures per se, however they do clarify how to conduct IT business. The Information Technology department is committed to being an active member of organizations that foster the beneficial growth of IT practices. Groups for which IT is presently engaged are offered here as examples:

- Information Technology Infrastructure Library (ITIL).
- Urban and Regional Information System Association (URISA).
- Environmental Systems Research Institute (ESRI) user groups.
- Geospatial Information Technology Associated (GITA).
- Oregon Association of Government Information Technology Management (OAGITM).

E. Key Performance Indicators

Key Performance Indicators (KPIs) are a set of metrics used to assess if the service delivery processes of an IT organization are being provided according to plan. The following list of KPIs are modeled after the Information Technology Infrastructure Library (ITIL) design for identifying measurable service items.

- The number of future trend items addressed within the identified timeframe.
- The number of future trends implemented within the identified timeframe.
- Change in customer satisfaction for IT services as measured by surveys and customer interviews.
- Progress toward fulfilling goals and guiding principles.
- Effectiveness of IT governance structure measured by the participation in the Technology Steering Committee, Technology User Groups, and Strategic Leadership Teams.
- Success at filling vacant staff positions.
- Successful completion of strategic initiatives outlined in the IT Work Plan.

X. IT Strategic Initiatives

The value of creating, and updating, a strategic work plan is that it offers the opportunity to become better organized around future tasks. This helps better align IT resources with upcoming projects and gauge how to allocate staff resources to get the work accomplished. This has been done by presenting a "short term" work plan which is shown in Appendix A – IT Department Work Plan. This work plan lists projects which are critical to the City as a whole, or critical to certain departments. It also identifies tasks which are research-oriented, or preparatory in nature, but will consume resources in order to implement technical solutions. The Information Technology Department will require at least one year of experience working with, and updating, the work plan in order to forecast out to a five-year horizon. The work plan is designed to help IT be proactive in improving service delivery to the City and is organized around four strategic initiatives:

- Business Continuity
- Business Integration
- Business Security
- Business Transparency

A. Business Continuity

Keeping technology resources available, functional, and current is a primary initiative for IT. The bulk of work for the IT department over the next fiscal year (FY16) will be geared toward repairing the physical and logical network systems, replacing outmoded software, and installing the next phase of application modules. This type of work includes installing new servers, cutting over to better performing database software, converting to a standardized version of a permitting system, and preparing for the replacement of the budget software; to name a few.

Many of the business continuity projects are designed to benefit all City departments. Some projects in this category will also aid DPW, Finance, HR and Police. Business continuity projects are designed to be proactive in replacing or upgrading hardware and software that has reached the end of its lifecycle. Doing so will save the City money by not having to respond to unexpected hardware and software needs.

B. Business Integration

City technology initiatives have been steadily moving the City in a direction where software and applications can be better integrated. This strategy is important in that it accomplishes the dual purpose of working more efficiently and saving the City money. It also provides the added benefit of being able to create new products not previously available across disparate, non-integrated, systems.

This business practice aligns well with a core theme of the Guiding Principles which is to enhance existing technology (rather than replace it); and promote information sharing across the organization.

Business integration projects for the next two fiscal years (FY16 and FY17) will primarily benefit DPW and HR. This business strategy is evident in the work being done on the infrastructure management (Infor) system integration; and the risk management system integration project.

C. Business Security

Protecting City data from cyber-attacks and system failure is a primary goal of the IT department. Business security strategies also include reducing, or eliminating, the possibility that the City be held liable due to improper or illegal handling of information. Moreover, the City must understand what information is sensitive, or protected, and therefore should be safeguarded against being handed off to unauthorized entities or used improperly by City staff.

Two work items are slated in this category during FY16. They include securing sensitive information in the Human Resources Management System (HRMS) and performing a security audit to identify other sensitive information within City systems; such as HIPPA, PCI, PII, and other protected assets.

D. Business Transparency

For the Information Technology department "business transparency" is more than just conducting work in an open process. This strategic initiative is designed to promote better cost accounting, provide superior project management, build organizational partnerships, and document work processes. The IT department is also working toward creating a culture of trust and professionalism that establishes them as the City's sole technology resource.

All of the work items within this initiative will benefit the entire City. They include a number of inventory projects; such as conducting an IT asset inventory and citywide software inventory. Creating a work tracking system will allow IT to provide better project management practices, create budget reports, and better manage IT resources. Several plan updates are also part of this business initiative and include the update of the IT Strategic Plan and documenting IT policy refinements.

XI. Conclusion

Many improvements have been made during FY15 to position the IT department to meet the goals and work items outlined in this plan. The City is to be commended for allowing the IT department to effectively spend time understanding and evaluating the existing IT environment and addressing cultural and operational changes through an engaged strategic planning process. FY16 represents a fresh start with the opportunity to employ new methods and new work plans.

This Strategic Plan specifies the IT Department vision, mission and goals. It presents a concise set of guiding principles by which the IT Department, and City management, can evaluate technology choices. The Plan provides a look at future technology trends that will be employed by the City and sets forth a two-year work plan to modernize network infrastructure, implement new virtualized systems on appliance technology and begin consolidating systems as they reach the end of their useful life.

The IT department has taken a hard look at how to improve on the IT organizational structure; both internally and through the City as a whole. The new IT department organizational structure will distribute resources across functional areas, promote communication and strategically manage work. The formation of an IT management team will better distribute work among the IT division managers, allowing the IT Director to focus on coordination, long-range planning and overall department management activities. The Strategic Plan also outlines a City IT organizational structure designed to make the job of IT governance more transparent and functional. Creating the Technology Steering Committee to oversee the Technology User Groups and the Strategic Leadership Teams will provide better continuity and communication throughout the City on IT initiatives.

The strategic planning process has shown that City departments are willing to work together to build an environment that improves IT service delivery. The Information Technology Department looks forward with optimism to the future of technical growth at the City of Springfield.

Appendix A – Information Technology Work Plan

Department	Project Name	Description	Initiatives	FY16	FY17	FY18	FY19	FY20
ALL	City Owned Properties	City owned property management system	Continuity	X				
ALL	IT Asset Inventory	Establish initial Inventory assets such as PC's, tablets, phones, switches, servers, etc.	Transparency	X				
ALL	IT Software Inventory	Establish initial software inventory of all large software systems such as PeopleSoft, Infor, SunGard, etc.	Transparency	X				
ALL	Implement Work Order Tracking System	Establish systems to track IT work activity and report to stakeholders for budgeting and resource balancing	Transparency	X				
ALL	IT Policy Refinement	Refine and develop information technology policy in areas such as information security, system replacement, computer use, etc.	Transparency	X				
ALL	Implement updated Strategic Plan	Implement Strategic Plan - new SLA's, new governance model, new business culture	Transparency	X	X			
ALL	Security Audit	Identify sensitive information within City systems, such as HIPPA, PCI, PII, protected assets	Security	X				
ALL	Repair physical network	Implement network audit recommendations to address cabling, switches and other network devices	Continuity	X				
ALL	Repair logical network	Implement network audit recommendations to segregate the network	Continuity	X				
ALL	Replace and repair servers	Implement network audit recommendations to replace, repair, update and patch servers	Continuity	X				
ALL	Upgrade database software	Upgrade database software to be supported and secure	Continuity	X	X			
ALL	Virtualize Server Environment	Move to less expensive shared hardware	Continuity	X	X			

Department	Project Name	Description	Initiatives	FY16	FY17	FY18	FY19	FY20
ALL	Implement Mass Storage	Accommodate ever-increasing needs to store video, images, remote sensing data, etc.	Continuity	X	X			
ALL	Replace citywide phone system	Move to Voice-over-internet and centrally controlled phone system	Continuity			X		
DPW	P2 project files	Electronically manage construction project files	Continuity	X				
DPW	GIS/Infor Phase 3	Integration of transportation information	Integration	X	X			
DPW	Replace failing ODA	Move to new hardware, new data base software and new data base model	Continuity	X				
DPW	Infor field data collection pilot	Catch Basin pilot project	Continuity	X				
DPW	Accela Replacement	Convert to a standardized version of Permitting	Continuity		X			
DPW	Emergency Operations Integration	Integrate Emergency operations with facility management, human resource and financial systems	Integration			X		
DPW	Data Stewardship plan	Catalog and clarify data maintenance for core DPW data sets that are not managed through existing integrated systems	Transparency	X	X			
DPW/IT	GIS/Infor Integration	On-going work to enhance work flow	Integration	X	X			
Finance	Budget System Planning	Research for RFI and FRPS to replace citywide budgeting System	Continuity	X				
Finance	Budget System Replacement	Replace citywide budgeting System	Continuity	X	X			
Finance	Contract Module Research	Research needs to automate contract management for procurement	Continuity	X				
Finance	Contract Module Implementation	Implement methods to automate contract management for procurement	Continuity	X				
HR	Upgrade HRMS People Tools	Replace development tools for HRMS	Continuity	X				
HR	Volunteer System Purchase and Implementation	Purchase and implement a City volunteer tracking application	Continuity	X				
HR	eRecruitment	Support for citywide recruitment	Continuity	X				

Department	Project Name	Description	Initiatives	FY16	FY17	FY18	FY19	FY20
HR	Risk Management	Integrated support of citywide risk management	Integration		X			
HR	Data Restrictions in HRMS	Secure sensitive information in HRMS	Security	X				
Police/Finance	Prepare for CJIS audit	Prepare reports and material for upcoming CJIS audit	Continuity	X				
Police/Finance	Implement CJIS audit findings	Implement CJIS work plan	Continuity		X			

Appendix B – Customer Satisfaction Survey general feedback

Application Delivery

Positives:

- MS Office tools are the right fit for staff.
- IT does not need to be in the business of providing technical help for Office tools.
- Departments have the right business tools, but need to commit to getting them fully implemented.

Concerns:

- Accela permitting system has been a problem for staff.
- New mobile applications should be considered.
- City web page needs a major overhaul in content and appearance.
- Need to do a better job of integrating business tools.
- PeopleSoft modules have not been implemented – long overdue.
- Mixed reviews on the SunGard system and how it was chosen.
- IT needs to provide a standard build for desktop PC's.

Project Delivery

Positives:

- Improving the Wifi service at City Hall was a success.
- Having a dedicated IT person for Police department has worked well.

Concerns:

- The business application acquisition process needs review.
- VPN implementation has lagged too far behind schedule.
- IT should provide management with metrics for evaluating software acquisition decisions. (*see Guiding Principles)*
- Still need a secure Wifi network so staff can work anywhere within City Hall.
- Some departments feel like IT does not treat them like the customer during the project management process.
- Better (and more) communication on project management is needed.

Network Reliability

Positives:

- Overall, IT is perceived as providing a reliable network.
- Poor Wifi performance seems to be fixed.

Concerns:

- Police department would like to see IT handle all the PC installation and replacement tasks.
- IT needs to develop a complete City-wide hardware inventory.
- A secure network is critical since staff manage a lot of sensitive data.
- There is a high need for additional data storage; especially for image data.

GIS Services

Positives:

- Active users of GIS services gave consistently high marks.
- Map products are first-rate and highly valued.
- DPW, the largest GIS service consumer, gave highest marks for GIS services.
- Departments would contract with IT for additional GIS services rather than hire their own staff.

Concerns:

- Secure storage and recovery of GIS data is a concern.
- Dashboard applications were generally not seen as a huge necessity.

Customer Service

Positives:

- Having a dedicated IT staff person has worked well for Police department.
- CMO gave IT high marks in this area.
- IT has recently made good progress in this area and seems to be getting back on the right track.

Concerns:

- IT staff are stretched thin.
- Getting technology issues resolved often means having to wait in the queue.
- Long delays in getting problems resolved is an issue for several departments.
- In some instances it seems like IT takes the position that staff are making unreasonable requests.

Strategic Planning and Business

Positives:

- The IT Department should be commended for going through the exercise of doing a customer service survey and updating the IT Strategic Plan.
- Several departments are updating their business/strategic plans which can feed into the IT Strategic Plan update.

Concerns:

- The selection process, or lack of one, for choosing software is a concern for some departments.
- IT needs to provide more, and better, communication with departments about IT initiatives and projects.
- IT needs a disaster recovery plan.
- The City as a whole needs a better process for informing IT about department technology needs.
- The City would benefit by having a business plan for how software purchases and technology decisions are made.

Overall Satisfaction

Positives:

- The overall perception by most departments is that they are satisfied with IT services.
- Putting together a Technology Steering Committee to provide feedback to the IT Department is a good idea.

Concerns:

- Data management and data security concerns were expressed by several departments.
- Cultural change at Springfield is slow which can hinder implementing new technology.
- More centralized IT service oversight is needed.

Appendix C – Information Technology Department Supported Products

The IT department supports a wide variety of software tools and applications for all City departments. This support takes any number of forms ranging from the initial installation of software sets on through the configuration, end-user support, and even best practices consultation. Not all software receives all levels of support. Supported software and applications referenced in the IT Strategic Plan are listed in this appendix by departments and level of support.

Software Name	**Description**	**Installation** (Does IT install this software?)	**Configuration** (Does IT configure this software?)	**End-Use Support** (Does IT provide end-user support for this software?)	**Best Practices Consultation** (Does IT offer best practices consultation about this software?
ALL CITY DEPARTMENTS					
PeopleSoft HR Systems	Payroll and personnel services	Y	Y	Y	Y
Volunteer System	City volunteer management system	N	N	N	Y
Project A	Recruit System	N	N	N	Y
Business License System	Business license management system	Y	N	N	Y
Adobe Creative Cloud Products	Graphic Design and Publishing Tools				
File and Print Services					
File Backup Services					
Peoplesoft Financial System		Y	Y	Y	Y
Brass budget system	City budget system	Y	Y	Y	Y
LaserFiche Document Management	Automated document management system	Y	Y	Y	Y
MS SQL Server	Microsoft SQL Server software	Y	Y	Y	Y
MS SQL Server Reporting Service (SSRS)	Microsoft SQL server reporting software				
Microsoft Exchange 2007/2013	Microsoft email, contact and calendar software	Y	Y	Y	Y
Microsoft Office Suite	Microsoft office tools – Word, Excel, Powerpoint	Y			
Springfield Phone Directory	Online directory of Springfield staff names, job title, phone number and department	Y			
Springfield Web Intranet	City's Web intranet services	Y			
Springfield Web Internet	City's Web internet services	Y			
SPWEB2/Intranet Web Servers	City's Web intranet services	Y			
Adobe Acrobat Pro	Adobe Acrobat professional	Y			

Software Name	Description	Installation (Does IT install this software?)	Configuration (Does IT configure this software?)	End-Use Support (Does IT provide end-user support for this software?)	Best Practices Consultation (Does IT offer best practices consultation about this software?
Crystal Reports	Crystal reporting software	Y			
Adobe Contribute, Dreamweaver, Acrobat, Reader	Adobe suite of document, web development, web publishing software	Y			
Google Chrome	Google web browser software	Y			
Internet Explorer	Microsoft web browser software	Y			
Past Perfect Museum Database	Museum asset management software				
Telecommunica-tion Systems	City telephone and telecomm systems				
Patient Care System	(Is this for the Jail or the Wellness Clinic?)				
CITY MANAGER'S OFFICE					
Stakeholders	Boards and Committee Management System (MS Access System)	Y	Y	Y	Y
DEVELOPMENT AND PUBLIC WORKS					
Infor Public Sector products	Asset management, work management, citizen relationship management, map browser	Y	Y	Y	Y
Autodesk products	Infrastructure engineering and design; GIS	Y	Y	Y	Y
MapSpring	Web mapping application				
Housing Access Program		Y	N	N	N
Accela	Building permit system				
Accela Data Warehouse					
Business License System		N	N	N	Y
ESRI products	ArcGIS Suite of GIS tools	Y	Y	Y	Y
NezTek	Infor-Wincan middleware				
Metropolitan Wastewater Management System					
MWMC Laserfiche Image Import Application					
Fleetmax Fleet Management	Fleet inventory management system				
Landuse		Y	N	N	Y
Tidemark		Y	N	N	N
Aptquery		Y	N	Y	N

Software Name	Description	Installation (Does IT install this software?)	Configuration (Does IT configure this software?)	End-Use Support (Does IT provide end-user support for this software?)	Best Practices Consultation (Does IT offer best practices consultation about this software?
OpsCenter	Emergency response management system	Y	Y		
Intelligent Lighting System					
QuickNet Traffic Systems		Y	Y	Y	Y
ePAK	Documentation/Training System				
NaviGO	Kiosk software				
Adobe Creative Cloud Products	Graphic design tool	Y	Y	N	N
Safe FME Server	Data extract, translate, load Tool	Y	Y	Y	N
XPSWMM Hydrodynamic Modeling	Sanitary, stormwater, and flood modeling and analysis	Y	Y	Y	N
WinCan	Sewer CCTV inspection video software	Y	Y	N	N
Facility Management Systems					
FINANCE					
PeopleSoft Financial System		Y	Y	Y	Y
Brass Budget System		Y	Y	Y	Y
Assessments Application		Y	Y	Y	Y
Springfield Lien Docket		Y	Y	Y	Y
Otter	Oregon quarterly taxes filing systems	N	N	N	N
Bank of America Works System	PCard Transaction	Y	N	Y	Y
Finance Department Legacy Application	Robert's Process: 10-12 programs including Cash	Y	Y	Y	Y
Purchasing and Contracts Application		Y	Y	Y	Y
Express Enterprise		N	N	N	N
US Bank Media Viewer	Cancelled check lookup	N	N	N	N
FIRE and LIFE SAFETY					
eLog					
Fire House					
FMO BIZ Fire Inspections	MS Access application				

Software Name	Description	Installation (Does IT install this software?)	Configuration (Does IT configure this software?)	End-Use Support (Does IT provide end-user support for this software?)	Best Practices Consultation (Does IT offer best practices consultation about this software?
Investigation 2000	Fire Hazard Investigations				
RaisersEdge Firemed Membership					
Zoll EPCR Systems					
Sanitas	Part of Zoll EPCR system				
DocuWare Imaging Systems					
HUMAN RESOURCES					
PeopleSoft HR Systems	Human resources and payroll	Y	Y	Y	Y
Volunteer System	Volunteer management system	N	N	N	Y
Project A	Recruit System	N	N	N	Y
SAIF	Workers compensation insurer	N	N	N	N
CIA	Risk insurer	N	N	N	N
MyAgility.com	Disaster and COOP planning	N	N	N	N
Oregon RAPTOR	Emergency status	N	N	N	N
Oregon DMV	Background checks	N	N	N	N
LIBRARY					
Cybrarian	Library patron system content management				
Deep Freeze					
SIRSI	Library circulation system				
POLICE					
SunGard	Police call taking and dispatch system				
EIS Inmate System					
LiveScan Finger Print System					