

INFORMATION  
SYSTEMS  
ACTION PLAN

The "Information Systems" section of the Mayor's Blue Ribbon Report has come to be interpreted as the identification of functional issues lacking within the Information Technology division. This interpretation is incorrect. While operational issues do exist within IT, some issues are funding related, some staffing related, while others are environmental or operational, these same exact issues currently exist throughout all city operations.

Our issues, IT or otherwise, are the culture of the City of Reading. We must not allow this culture to continue to exist much less thrive.

It will take leadership from both Council and the Mayor to transit the many issues that we currently face as well as those that we have yet to encounter. Recriminations and looking upon the past, for anything other than lessons learned, will not move the city into the future. It will only make us spiral further downward. Only by defining our goals, and by holding one another accountable for their achievement, will we have any hope of success.

We must operate with demonstrable facts, not opinion, emotion or anecdotal information as it is only with facts that we can see the path that we are on and properly identify the corrections that may be required.

Below are the suggestions (S#) made by the Mayor's Blue Ribbon Panel and beneath each section is the course of action to be taken as well as the office that will be responsible for completing the action.

- S1) Define the roles and responsibilities which identify ownership of technology and information & Identify business process owners for the main processes.  
(Managing Director)

The Mayor has committed the Business Analyst to work with the various departmental directors to define their roles and responsibilities as well as the responsibilities of their offices. The initial focus of the Business Analyst will be the PMD Housing Permit & Rental Inspection Programs. Subsequent areas of focus will be the Building & Trades functions, Zoning, Historic Preservation, PMD Complaints/Inspections, & Fleet Management. The determination of order will be made by the Mayor and/or Managing Director.

- S2) Review business processes and establish Standard Operating Procedures (SOPs).  
(All Department Directors)

Standard Operating Procedures and defined business unit processes are critical for information systems to provide the maximum benefit to an organization.

Although honoring requests for those procedures and processes has not been a priority of the City's Department Directors and their teams, the Mayor agrees that this is an important commitment in 2010. The IT Division has created a Standard Operating Procedure template, as well as a sample SOP, to jumpstart this collaborative effort toward more effective communication. It was distributed at the December 4<sup>th</sup>, 2009 Department Directors meeting. A copy of the distribution is attached to this document. With the aid of the Business Analyst, Department Directors can review existing SOP's and define those that may be missing.

- S3) Formalize processes for projects and work exceeding a Level of Effort threshold to address requirements, design, construction, and implementation phases.  
(Finance Department)

IT staff will be attending Project Management training in February to learn current best practices for the city. Within 90 days of the completion of the training, formalized project management processes will be implemented for all IT related projects.

- S4) Formalize methodology for prioritizing work which is communicated to all departments.  
(Finance Department)

Information Technology provided a copy of the support prioritization and response timelines (Page 7) to city staff in October 2008 and to the Blue Ribbon Panel in July 2009. This document will be redistributed annually in January, in an effort to reinforce the prioritization process for support requests. Any response times exceeding the timelines are to be reported to the Information Technology Manager and the Finance Director. We also recommend the implementation of inter-departmental Service Level Agreement's for all departments to further ensure clarity of expectations.

- S5) Develop sustainable training programs.  
(Finance Department)

Hansen training was provided by Hansen in June 2004, July 2004, and January 2005. The Information Technology office provided one-on-one training on Hansen in February 2006 for Tax, March 2006 for Codes, June 2007 for Solid Waste and June 2008 for RAWA. Information Technology is creating a long term train-the-trainer program for city offices using Hansen. In addition, a program will be put together for general computer use training for city employees as well as an Office 2007 training program. A permanent training room has been

acquired and is currently being equipped. Training offerings are anticipated to begin March 2010. Training suggestions from employees will also be given appropriate attention.

- S6) Develop a long-term collaborative approach between IT and functional groups.  
(Managing Director)

Leadership commitment to a sustained internal cultural shift, in addition to clarifying and defining the responsibilities that fall within Information Technology and the responsibilities that fall within the Departments, will put the city on a stronger path to establishing a collaborative approach to the use of technology within the city.

The creation and maintenance of Standard Operating Procedures by the departments will further enhance collaboration not just with the Information Technology office but with, and between, all city departments and functions as cross-functional dependencies between departments will become evident.

The creation of functional "super-users" or "power-users" will also aid in collaboration as these users will be able to convey the challenges, as well as the departmental goals, in an informative manner to Information Technology staff truly forming synergistic energy amongst peers.

## 2010 Information Technology Project Plan Outline

Project	Predecessor	Responsible Parties	Projected Time *	Project Owner
APS (E-Ticketing)	Installation Agreement	Heim/Tangredi/Miller	90	Police
Ticketing System	PMD SOP's	Kersley/Reinhart/Tangredi	90	PMD
Rental Housing (2010 Billing)	Rental Inspections SOP	Kersley/Reinhart/Tangredi	15	PMD
Rental Inspections SOP		Kersley/Reinhart/Tangredi	15	PMD
Health Inspections SOP		Kersley/Reinhart/Tangredi	15	PMD
Health Permit SOP	Health Inspections SOP	Kersley/Reinhart/Tangredi	15	PMD
Total Rehab Inspection SOP		Kersley/Reinhart/Tangredi	15	PMD
Complaint Inspections SOP		Kersley/Reinhart/Tangredi	15	PMD
Health & Safety Insp. SOP		Kersley/Reinhart/Tangredi	15	PMD
Fleet Maintenance SOP		Kersley/Jones/Tangredi	90	Public Works
CMMS - Citrix/GIS setup	High Speed Link (WWTP)	Hoag/Boyer/Marc	10	Public Works
Sewer Inventory (GPS)		Hoag/Boyer	90	Public Works
Storm Water Assessment		Jones/Tangredi	45	Public Works
High Speed Link (WWTP)		Tangredi	30	Public Works
Vista Upgrade (Payroll)		Geffken/Tangredi	90	HR
Zoning SOP		Kersley/Mayes/Tangredi	15	CD
Historic Preservation SOP		Kersley/Mayes/Tangredi	15	CD
Building Trades SOP		Kersley/Mayes/Tangredi	15	CD
Strategic Technology Plan (aligned w/ city strategic plan)	City Strategic Plan	Geffken/Tangredi	45	IT
Data Integrity Program		Geffken/Tangredi	30	IT
Support Web Interface		Tangredi/Marc	10	IT
New Fire Station		Rehr/Tangredi	20	Fire
Firewall Upgrades		Tangredi	10	IT
Microwave Link Upgrade	Berks County	Marc /Tangredi	10	IT
Hansen -Customer Service Center	SOP's	Heminitz/Tangredi	20	IT
Hansen -Codes	SOP's	Heminitz/Tangredi	60	IT
Hansen -Solid Waste	SOP's	Heminitz/Tangredi	20	IT
Hansen -Zoning	SOP's	Heminitz/Tangredi	15	IT
Hansen -Historic Preservation	SOP's	Heminitz/Tangredi	15	IT
Hansen -Trades	SOP's	Heminitz/Tangredi	45	IT
Office 2007 Access	Training Room	Heminitz/Tangredi	30	IT
Office 2007 Excel	Training Room	Heminitz/Tangredi	45	IT
Office 2007 Outlook	Training Room	Heminitz/Tangredi	45	IT
Office 2007 Word	Training Room	Heminitz/Tangredi	45	IT

Office 2007 PowerPoint	Training Room	Heminitz/Tangredi	15	IT
Office 2007 Publisher	Training Room	Heminitz/Tangredi	45	IT

**\*Projected Time – Estimated IT staff time for project completion in business days**

# Information Technology Prioritization Matrix

IT Work Request Classifications/Response Times			
Critical (3 business hours)	High (8 business Hrs)	Medium (3 business days)	Low (10 business days)
Server Failure	Mobile Data Terminal's	Printing Issues	File restore (lost or misplaced files)
IP Phone System	Cash flow issues	Internet Access	File access permission, security changes
Mapping System failures	Video retrieval	Function Failure	
Sewer emergency	Software failure	Minor Web update	
Broadcast emergency (shutting down streets)	Corrective website update		
Press release	Bill Print File Generation		
Media alerts			
Software failure (ex. Payroll)			
<b>Project Plan or Advance Scheduling Items</b>			
Vendor Support	Additions/Changes to mapping system		
Software Installs	New data for mapping		
New Employees	Map Requests		
New Equipment	Changes to existing reports		
Training issues	Software upgrades		
Changes to webpage	Report Creation		
New capabilities - e-mail, newsletter, etc.	Major Web updates		
Modified 12/2009			

## 2009 Information Technology Departmental Support Requests

Department	% of Total Calls	2009 Resolved Support Requests
Administration	5.33 %	215
City Council	12.63 %	510
Auditor	0.42 %	17
Finance	13.58 %	548
Human Resources	7.78 %	314
Law	0.92 %	37
Fire	4.63 %	187
Public Works	7.83 %	316
Police	35.94 %	1450
Community Development	5.16 %	208
RAWA/RRA	5.77 %	233
Total 2009 Requests as (12/1/09)	99.99 %	4035
Average Daily Support Call Resolution		17.7

## 2009 Information Technology Project Status

Project Name	Project Status
<b>Police</b>	
Omega Crimeview Dashboard	Complete
Data Sharing with Cody (Berks County)	Complete
GeoSmart Update	Complete
CAD Upgrade	Complete
RMS Upgrade	Complete
Mobile Upgrade	Complete
JNET Facial Recognition	Indefinite hold per PD
Teleminder	Indefinite hold per PD
Geolynx Geomap Update	Indefinite hold per PD
Update POT100A Report	Complete
VSS Pro	Indefinite hold per PD
Police Productivity DB Upgrade	Complete
Mobile Upgrade	Complete
E-Ticketing(APS)	Rescheduled to 2010
<b>Property Maintenance Division</b>	
Health & Safety Inspections SOP	Rescheduled by PD to 2010
Ticketing System	Rescheduled by PD to 2010
Rental Registration 2008-2009 Billings	Complete
Rental Inspections/Permitting SOP	Rescheduled to 2010
Health Inspections SOP	Waiting on PMD
Health Permits SOP	Waiting on PMD
Total Rehab inspections SOP	Waiting on PMD
Vacant properties SOP	Indefinite hold per PD
Complaint Inspections SOP	Waiting on PMD
Placard Processing	Complete
<b>Fire</b>	
Firehouse Upgrade	Complete
<b>Public Works</b>	
Fleet Management SOP	Waiting on Public Works
CMMS	Telecom Prereq.
Sewer Inventory GPS	RFP Awarded by Public Works
Stormwater Assessment	Waiting on Public Works
Sign/Signal/Light Inventory	Complete
Portnoff Recycling/Trash Interface	Complete
Recycling Aging Reports	Complete
Recycling Address Field Modifications	Complete
High Speed Data Link (WWTP)	Currently Underway

WWTP Phone Line repairs	Complete
<b>Human Resources</b>	
Vista Upgrade	Currently Underway
Planned participant Report Update	Complete
Peopleclick Report	Complete
User Fee and Cost Plan (Maximus)	Complete
Benefits Interfacing	On hold
SSN Removal from Pay Stubs	Currently Ongoing
<b>Finance</b>	
Portnoff Interface Tax	Cancelled
School Transactions Archival	Complete
Delinquent/Missing IR Reports	Complete
Form Data Previews	Complete
Linebarger (Delinquent Collections)	90% Complete
<b>Water</b>	
Top 10 Customers Report	Complete
<b>Community Development</b>	
Building/Trades SOP	Rescheduled to 2010
Zoning SOP	Rescheduled to 2010
Zoning Permit Report for Rentals	Complete
Zoning Check processing instructions	Complete
Zoning Permits vs. Paid Housing Permits Report	Complete
<b>Law</b>	
Case Tracking System	Waiting on Law
<b>IT Operations</b>	
Hansen Training program	Waiting on SOP's (Scheduled for 2010)
ESRI 9.3 Upgrade	Complete
Web Site rebuild	Complete
RIST Interfaces	Complete
XenApp Upgrade	Complete
VoIP Installation	Complete
PW Bldg UPS Power Issues	Complete
Windows 2003 Server Migration	Currently Ongoing
Backup Systems Update	Complete

# SOP Appendix

## **Preparing Your Department's Standard Operating Procedures**

Standard Operating Procedures (SOPs) are written instructions that document and detail the regularly recurring work processes in an organization. They document the way activities are to be performed to facilitate quality performance through consistent implementation of a process or procedure.

Essential components of SOPs are –

### **Header**

1. Scope
2. Document Identifier in the following format  
SOP – (Your department initials and the document number)
3. Date the SOP was created and the date of the most recent update
4. Page number
5. Prepared by
6. Department
7. Approved by

### **Purpose**

### **Procedure Description**

Please consider the following when describing your procedures –

- Include any specialized or unusual terms and their definitions.
- Attach any appropriate information such as checklists or flowcharts.
- Checklists and flowcharts may be part of an SOP but do not take the place of an SOP.
- Describe the procedures and steps clearly and in order.
- SOPs should be written with sufficient detail so that someone with limited experience with the procedure can successfully reproduce the procedure.

Blank template and sample SOPs are attached.

# Standard Operating Procedure

<b>Scope:</b>		<b>SOP-</b>
<b>Date:</b>	<b>Prepared By:</b>	
<b>Last update:</b>		
<b>Page 1</b>		<b>Approved By:</b>

**Purpose**

**Procedure**

# Standard Operating Procedure

<b>Scope: Sending Electronic Mail</b>		<b>SOP-IT1</b>
<b>Date: 11/17/09</b> <b>Last update: 11/17/09</b>	<b>Prepared By:</b> <b>A. Button</b> <b>Support Desk</b>	<b>Information</b> <b>Technology</b>
<b>Page 1</b>		<b>Approved By: C. Doe</b>

## Purpose

The effective creation of electronic communication messages

## Procedure

1. Populate the *To:* field with a valid email address in the format of [xxx@email.com](mailto:xxx@email.com).
2. Populate the *Subject:* field with the subject of the email
3. Populate the email body with the message that is to be communicated
4. Send the email

# Standard Operating Procedure

<b>Scope: Steps to Doing a Deposit</b>		<b>SOP-TR1</b>
<b>Date: 11/17/09</b> <b>Last update: 11/17/09</b>	<b>Prepared By:</b> <b>E. Feather</b> <b>Treasury</b>	<b>Treasury</b>
<b>Page 1</b>		<b>Approved By: G. Henry</b>

## Purpose

Maintaining a consistent deposit process to increase deposit accuracy.

## Procedure

1. Total up checks on calculator tape
2. Take to the cashier for confirmation of total. The cashier will give you a receipt.
3. Do Daily Recap on e-mail, send to supervisor and print out for Foundation file. Be sure cashier receipt and deposit slips and daily recap balance each other.
4. Fill out deposit slip – make sure the total matches your total on the receipt.
5. Stamp/endorse checks
6. Make copies:
  - 2 copies of the bank deposit slip
  - 1 copy of the Daily Recap sheet
  - 1 copy of each check
7. Send 1 copy of the bank deposit slip to Accounting
8. Keep for your records:
  - Copy of the Daily Recap sheet

