IT/CFE Assessment

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Management Summary

The city of West Allis, once known as a 'city of homes and industries', is embarking on a new strategic plan that aims to make West Allis the preferred municipality in the Milwaukee Metropolitan area. It has been recognized by the leaders of West Allis that Information Technology (IT) will be a key enabler to achieve the new strategic plan. This report will offer recommendations on how to best leverage IT for the City to achieve its ambitious goal.

These recommendations come from studying both internal and external sources.

1.) Metrics were gathered showing the current state of how technology is leveraged at West Allis
2.) Comparisons were made against IT functions in peer municipalities
3.) Interviews were conducted with internal stakeholders to understand the customers perspective
4.) Recommendations are offered to improve some of the areas where IT can add more value to the City of West Allis

Summary of key findings:

A comparison in the number of devices supported by IT from 2006 to 2017 shows a dramatic increase in the use of technology within the city. During this timeframe, IT's growth in budget has been moderate. When compared to peer municipalities, IT's budget seems a bit higher than others but the range of services offered is also more rich. Most internal stakeholders have seen IT take on a lot of work and feel the area is a bit understaffed and this partially contributes to concerns about the inconsistent level of services received and an inability to deliver projects on a consistent basis. On a positive note, internal stakeholders like the advancements made in Graphic Information Systems (GIS) and having IT staff 'imbedded' in their business units.

Key recommendations:

The five primary areas where changes are needed to improve the IT operation are:

1. Better management of the portfolio of IT projects, and more consistent execution of projects within that portfolio
2. Reduce the risk of overdependence on critical resources
3. Stronger relationships needed between IT & Customer; IT bringing more strategic insight
4. Improve the Teamwork within IT
5. Improve consistency of fulfilling support requests

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Trends in the IT practice at West Allis

Figure 1 illustrates the growth in the IT budget for West Allis dating back to 2006. It is important to note that reorganizations within the City Government have had a significant impact on the size of the IT budget over this 11 year period. Examples of this include adding the Print Shop to IT back in 2015 then pulling it and the Communication Function out in years 2016 and 2017.

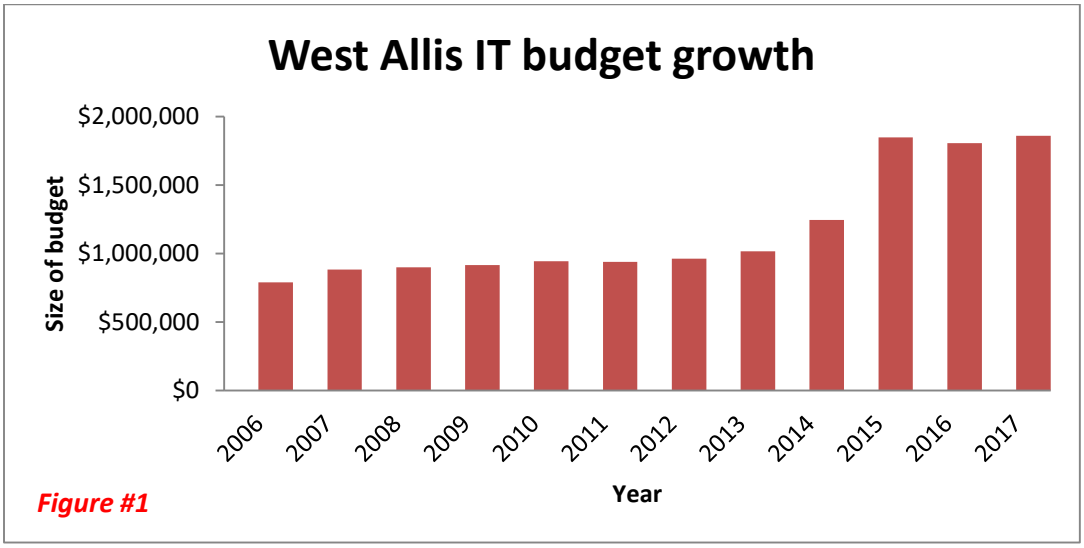


Figure #1

Figure #2 offers a view into how the $1,800,000 2017 annual IT budget is broken down by expense type.

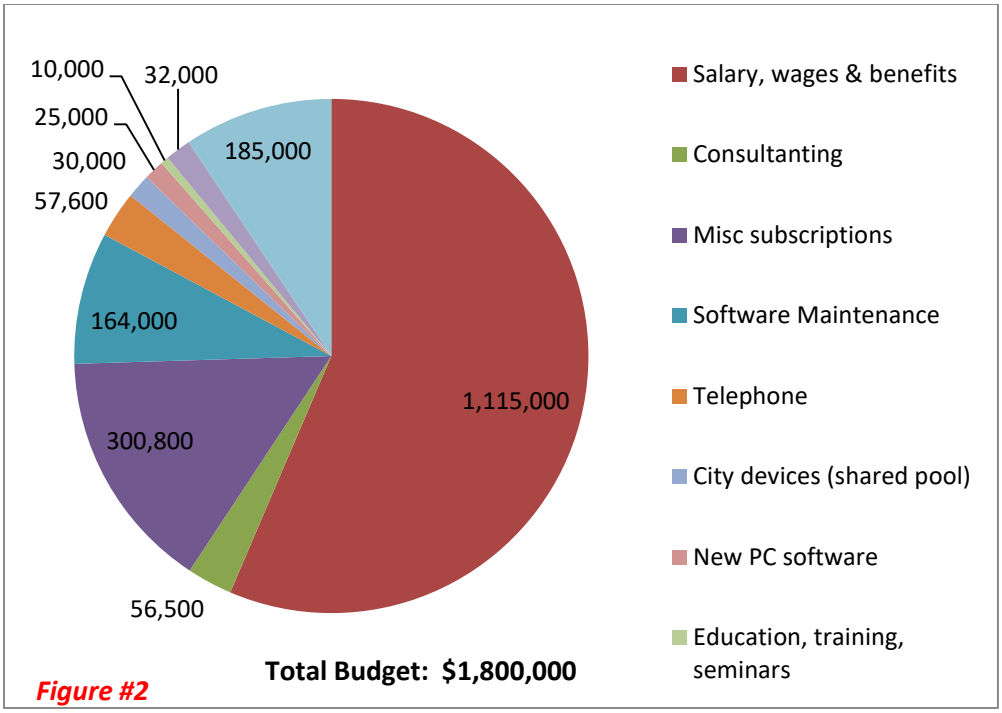


Figure #2

Next, Figure 3 shows the growth in the number of devices managed by the IT Department over the past decade:

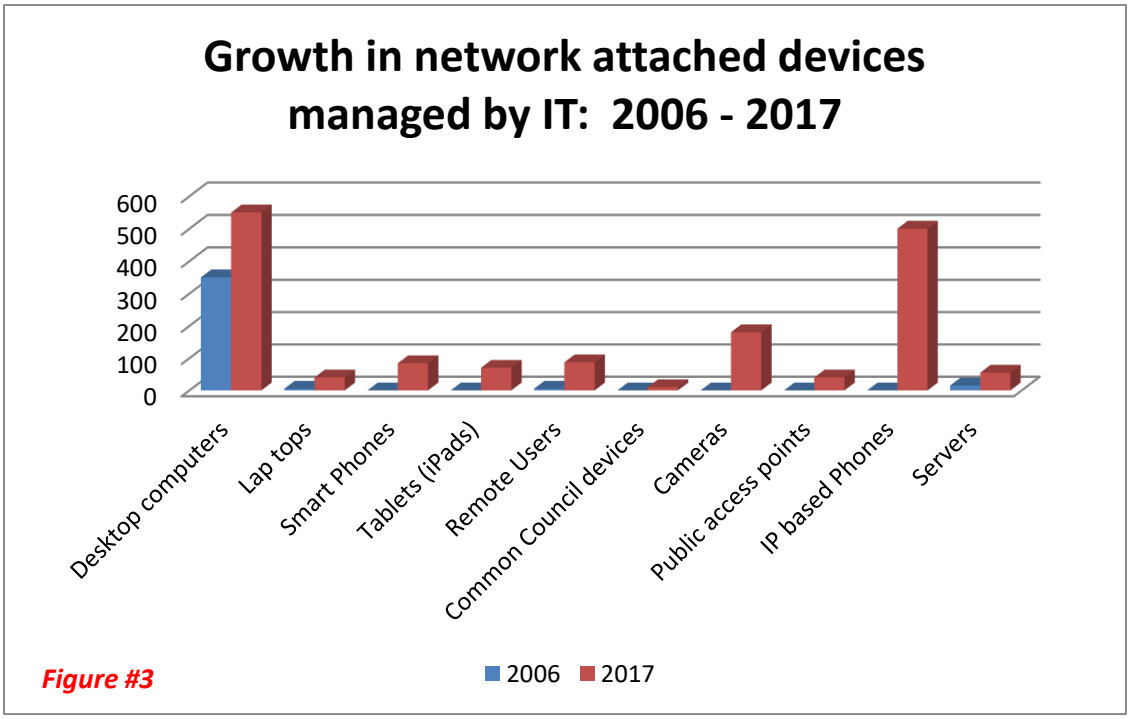


Figure #3

Not only have the number of devices supported grown in the past few years, so have the number of ***business*** applications that run on these devices. The actual number of applications in use across the city changes frequently. The following table shows the 'top 50' most critical apps in use across the City of West Allis. Please note: Omitted from this listing are both enterprise wide software products like e-mail, Microsoft Office, and Outlook; as well as the dozens of IT applications used to monitor and administer the core IT infrastructure for the city.

Application name	Primary users
MarketDrive	Assessor's office
WebMap/Property Files	Many
LexisNexis	Attorney's office
Legal Files	Attorney's office
Legacy Permitting system (Access DB)	BINS
New permit system (BP Logix)	BINS
Mayor complaint system (Access)	City Admin (Jeanette)
Committee membership system (access)	City Admin (Jeanette)
Legistar	Clerk's office, and others
WisVote	Clerk's office
Pet licensing system (BP Logix)	Clerk's office
Misc licensing systems (Access DB)	Clerk's office
Intranet site (AskAllis)	Communication, and others
West Allis public Internet site	Communications, and others
Conference room technology	Communications, and others
GIS Maps	Everybody
Happy Software	Development (Housing)
H.T.E - several modules	All
Diggers hotline (BP Logix)	DPW - Water
Light Poles admin system (Access DB)	DPW - Electrical
Tree inventory system	DPW - Forestry
Complaint system	Many
Petrovend	DPM - Fleet
Bentley systems	Engineering
Q-Rep (reporting solution within H.T.E)	Finance
Specialty Assessment program	Finance
Novatime	Finance
Novatime/H.T.E integration	Finance
GCS	Finance
HRIS (Part of H.T.E)	HR
NeoGov	HR
CyberPatrol	Library

WIC/Rosie	Health
WIR	Health
NGS Connex	Health
Electric Health Record system (EHR)	Health
SRVRS (pronounced 'siverus')	health
Health inspection software	Health
WEDSS	Health
Misc. Access DB's	health
ProPheonix suite: CAD, QA; Zoll; ImageTrend; WDA; RMS; EMD; NQ EMD QA; FireBridge	Fire
New Alerting System	Fire
Video Conferencing Equip	Fire
EMT Billing and Collection - toughbooks	Fire
Pro-Phoenix - Police version	Police
TRaCS	Police
911 phone system	Police
Everything in the squad cars (lap tops, Rocket devices, printers, License plate readers, cameras, etc…)	Police
iPro	Police
TiPSS	Police
DiMSS	Police
ComLog	Police

Conclusion: As the use of Technology grows across all aspects of society, so too does it play an increasingly important role for the City of West Allis. The number of devices and applications in use across City Government has grown significantly over the past few years, and this helps explain some of the modest growth in IT's budget dating back to the year 2014. Perhaps compounding this growth trend is the feedback that West Allis' IT function is falling behind on their ability to deliver projects (more on this later), but it points to the fact that there is more demand out there for more IT Solutions for the city. The question then becomes, how do you meet the demand the city is putting on the IT function while keeping costs (budget) growth in check.

How do we compare with others?

Figure #4 shows how the size of the West Allis IT budget stacks up against peer municipalities. Figure #5 shows the same municipalities but based on per capita. ***It is very important to note***

that this isn't always an 'apples to apples' comparison. What each municipality chooses to put in their IT function varies greatly. For example, many municipalities carry their expenses for GIS Mapping solutions within their Engineering function. West Allis carries that expense in their IT budget. Other municipalities charge city departments for their PC expenses; West Allis has decided to centralize those within the IT Budget.

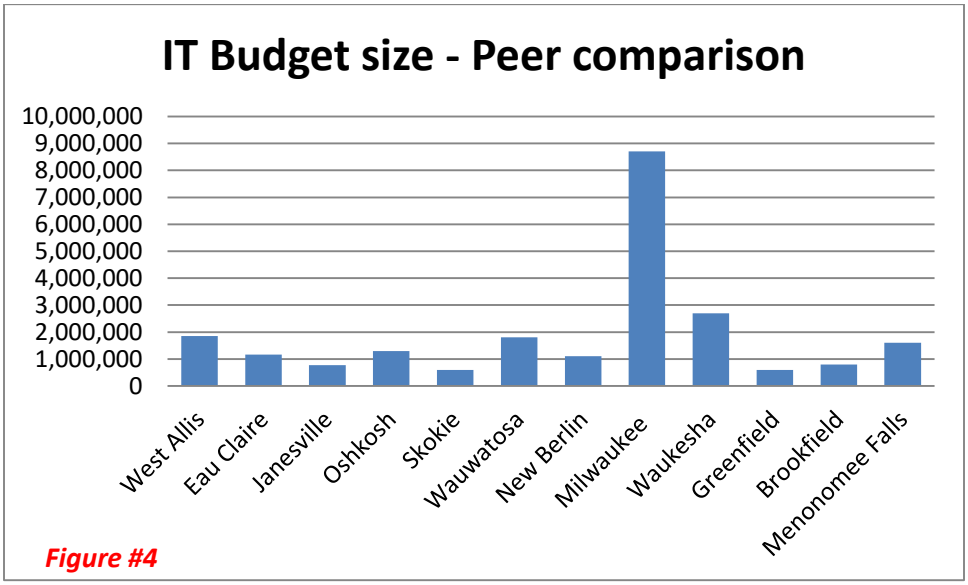


Figure #4

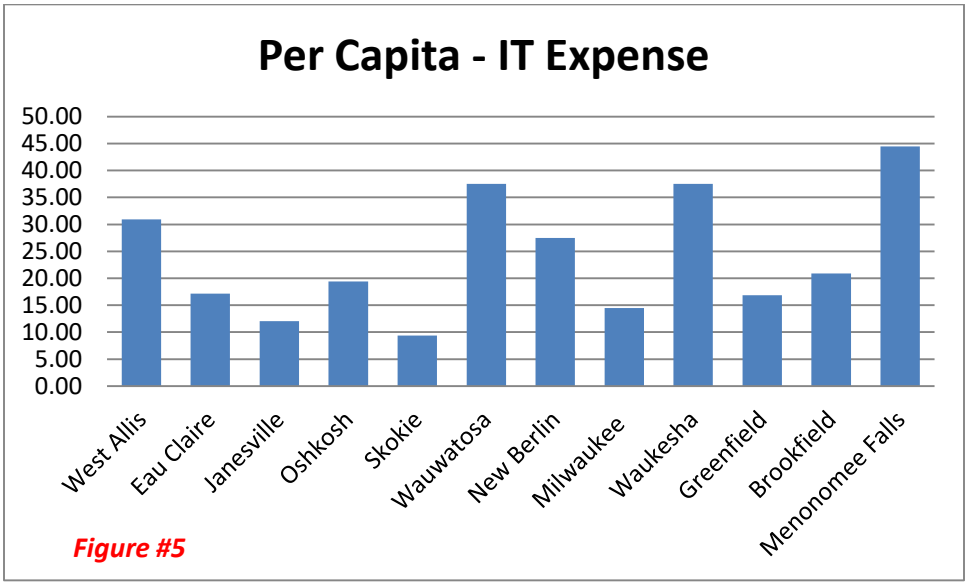


Figure #5

As mentioned earlier, West Allis has chosen to centralize many of its expenses within IT verses decentralizing them to other departments. This contributes to the relatively larger budget for West Allis IT than its peer group. Examples of this include:

- Our Global Information Systems (GIS) program has an annual expense of $306,000. Many municipalities carry this as an Engineering expense.
- IT pays the annual maintenance on our ERP solution from Superion software (H.T.E). The annual expense for this is $90,000
- IT pays for the telephone and radio support for the city at an annual cost of $168,000.
- IT carries about $75,000 annually as part of its 5-year desktop replacement strategy. Other municipalities often charge this back to the departments receiving the new equipment.

Finally, the range of IT services that the city of West Allis receives is richer than some of our peer municipalities. The following chart attempts to capture some discretionary IT based services that are offered by West Allis and its peer group.

	Ability to view GIS maps online	Ability to purchase a parking permit online	Can residents pay parking tickets online?	Where is free WiFi available?	Submit complaints online	Can residents sign up for e-notifications?
West Allis	Yes - many	Yes	Yes – with slight lag	All public buildings and many parks	Yes, with intelligent routing	Yes
Eau Claire	Yes – a few	No	Yes	Library only	Yes	Yes
Janesville	Yes – a few	Need an account	Need an account	Need an account	Need an account	Yes
Oshkosh	Yes – a few	Yes	Yes	Library only	Yes	No
Waukesha	Yes – County wide system	Yes – along with a few other online permits	Yes – along with some other citations	Library, and a few other Government buildings	Yes	Yes

Skokie	Yes – a few	No	Yes	Yes – extensive	Yes	No
New Berlin	Yes – but uses Waukesha County	No	Yes	Some government buildings	Yes	Yes
Milwaukee	Yes – many	Yes	Yes – immediate	Yes, many locations	Yes	Yes
Greenfield	Yes – limited	No	Yes	Some government buildings	No	No
Brookfield	No	No	No	Library only	Generic e-mail account	No
Menomonee Falls	No	Can submit some permits online	Yes	Web site doesn't mention	Yes	No

Summary: As one might expect, Milwaukee has the most robust set of IT services that it offers its residents. The City of Waukesha and Waukesha County seem to comingle to what they offer both the city and the broader county (hard to differentiate the two). But West Allis is right up there with some innovative offerings of its own. West Allis provides a deep collection of GIS Maps that are not found on other peer web sites, albeit they may not have had the user adoption we have been hoping to see. With the exception of Skokie IL, we could not find other municipalities that are offering free WiFi in as many locations as West Allis. Finally, some of the first automated e-forms we have offered our residents on the BP Logix platform make us a little further ahead on the concept of a 'virtual City Hall'. Waukesha appears to be the leader in this space, and a meeting with them might help West Allis understand how to accelerate our efforts here.

Customer Feedback

Interviews were conducted with leaders across city government to gain deeper insights into the performance of the current IT Function. See Appendix '3' for a listing of who was interviewed during this process. Themes emerged that were both on the positive and concerning sides of the spectrum:

What is working well:

- **CO-Location of IT and Customer:** IT has been leveraging a model where certain departments have an IT person(s) dedicated to supporting their operation. Feedback from these departments was very positive about how valuable these individuals are to their operation. Examples include:
  - **Jack Coffey** dedicated fulltime to supporting the Police Dept.
  - **Boualin Xayyavong** spending dedicated days at the Library and Senior Center
  - **Marian Bretl** sitting full time in the BINS Department
  - **Pat Walker and Pete Fantle** spending a day each week at DPW
- **Day to Day support request:** There are multiple channels available to customers to get operational support from IT. They can call a hotline (x8330), send a message to the e-mail group "IT-Support", or enter a ticket directly into the IT work order tool 'Spiceworks'. While most end users had negative feedback about using Spiceworks, they did like the flexibility in how to get requests into IT. Collectively, most were satisfied that once IT received the ticket, response times and quality for handling the ticket were 'satisfactory'.
- **Responsiveness to unplanned work:** Most saw IT as being able to shift quickly to handle urgent, unplanned priorities.
- **Some early wins with BP Logix:** BP Logix is a business process automation tool that now has about 30 e-form workflows within it. When used correctly, the tool eliminates the need for a paper form to capture a request and then handles the routing of that information throughout the workflow until the request is fulfilled. More residents are using this platform to request overnight parking permissions than calling or visiting the Police Department or City Hall. BP Logix is a key technology linked to West Allis' desire of creating a 'virtual City Hall'.
- **GIS Mapping:** Geographic Information Systems (GIS) is a discipline that combines mapping technologies with analytical data to provide insights into trends or other business intelligence. The engineering and DPW teams use GIS mapping extensively to see where assets are located throughout the city (Fire Hydrants, Electrical lines, different tree/plant varieties, etc.). Residents can also access GIS maps from the public web site to view bike paths, polling locations, or various zoning designations.
- **Data Networking:** Somewhat behind the scenes, West Allis has been leveraging some innovative techniques for providing secured networks for the city government to work with each other and provide free WiFi and Internet access to its residents.

Where improvements can be made

The following themes emerged of where IT has an opportunity to improve what it provides the city. The five themes are ranked from most urgent to least, based on the strength and volume of feedback received:

1.) Prioritization of new project work and project execution:

- There have been attempts to centralize in one repository the entire backlog of projects for IT. But there is lack of clarity or inconsistencies in what constitutes a 'project'. While IT leverages an IT Steering Committee to help prioritize the project backlog, this group is not seeing the entire portfolio of work and the meeting timeliness is too rigid for IT to adjust priorities based on business need (often can't afford to wait a month to meet an urgent project need).
- When projects are executed, the end deliverable often doesn't meet the needs of the requestor, and there is a sentiment that the organizational change and communication needed towards implementation is not handled well or consistently.
- Projects are simply not getting done fast enough. This is particularly true for the BP Logix platform. Many departments are waiting patiently to take advantage of this platform, and they feel at the pace we are on, they will be waiting a long time.

2.) Too many single points of knowledge:

- The City has become very dependent on a few individuals for the technical knowledge they poses. This is a risk that needs to be managed from a sustainability perspective. Places where the risk is greatest include:
  - **i. Jim Jandovitz:** Jim is the Department Head and is set to retire on September 1st. Jim will take with him some technical skills that leave the city vulnerable. Specifically in the area of data networking and BP Logix development.
  - **ii. Jonathan Kuzma:** Jim and Jon backed each other up on being the technical leads on the sophisticated data networking platform that supports the city. With Jim leaving, this leaves Jon as the only resource who knows how this critical network operates.
  - **iii. Jack Coffey:** Jack is a network technician that supports the Police Department. As the Police function has been aggressively leveraging technology to advance their practice, Jack has become a critical resource for them. He has no back-up.
  - **iv. Kathryn Perrone:** Kathryn is a temporary LTE resource who now works remotely. Her assignment has been extended several times and she has amassed a tremendous amount of application knowledge over her 15 year career at West Allis.

v. **See appendix 5 for a more detailed description of how these key individuals support the City of West Allis.**

3.) Inconsistent relationships between IT and their customers

- In cases where IT is not imbedded with their business client, there is a gap for those departments in understanding how to leverage IT for non-operational needs.

4.) Teamwork within IT is lacking

- Customers often feel that one part of IT doesn't know what the other part of IT is doing. Or they get different answers to the same question based on who they contact.
- The IT Team itself feels like there is a strong opportunity to improve their teamwork.

5.) **Inconsistent experience with day-to-day support needs**

- While on the whole, support tickets are handled appropriately, customers do experience varying levels of responsiveness/quality based on who handles a particular ticket.

Key Recommendations:

Listed below are the five themes of improvement opportunities and recommendations on how to improve in each area:

Project Portfolio Management and project execution:

- Hire a certified project manager than can help manage the portfolio of projects for IT (Project backlog). This person can also help institute best practices for project delivery. It is recommended that this person report directly to the Department Head.
- Reallocate the dollars that were funding the Deputy Director position to bring in a BP Logix technical developer. This would shift the existing BP Logix expert (Marian Bretl) into more of a process analyst/client relationship role. This also mitigates the staffing risk with Jim Jandovitz leaving (Jim is Marian's backup on BP Logix).
- Begin utilizing Lean/Agile techniques and visual management approaches to pull project work off the backlog and deliver value in smaller increments every two weeks.
- Allocate dollars to provide project management/Lean-Agile training for the staff whose job requires them to deliver new IT based solutions
- Reevaluate the purpose of the IT Steering Committee

Reduce the risk of overdependence on single resources

- Use the open position IT currently has (vacancy from Kevin Koenig) to fill a junior level system administrator position (as of 8/4/2017 this is already in motion)
    - Knowledge transfer from Jim Jandovitz required
    - Mitigates the risk of Jon Kuzma being only system administrator
    - Helps disperse on call and weekend work requirements
- Set date on completing knowledge transfer from Kathryn Perrone and Jim Jandovitz to new employee, Michael Barylski.
    - Jim's already been teaching Mike about the 'Special Assessments' system
    - Tentative end date for Kathryn Perrone – October 31st
- Creation of a new Public Safety IT Support Practice (Police and Fire)
    - Recommend that two FTE's support this practice: Jack Coffey and 1 new FTE
    - Both rotate time between Police & Fire, provide backup for each other
- Explore options to have a dedicated IT resource for the Department of Public Works
    - Particularly important If a new Asset Management/Work order system is introduced in late 2017, early 2018.

Build stronger relationships between IT and Customer

- All members of IT take on business liaison/relationship duties
    - Discuss current service levels, open tickets, project status
    - Bring strategic insights into planning sessions
    - Connects best practices from one area to the needs of another area
- Reinstitute IT- User Group (ITUG) meetings to help lift the technical competencies for the workforce at West Allis
- Simplify the channels we use to initiate support requests (evaluate the use of Spiceworks).

Improve IT Teamwork

- Take entire IT Team through a Lean/Agile workshop
- Establish action plan stemming from Gallup engagement survey results
- Initiate daily stand up meetings to review progress, make quick adjustments based on changes in priority, and better understand impediments that are holding back progress
- Leverage a public display board that highlights the short list of top priorities and map progress towards the goals on a weekly basis (known as an area performance board). Celebrate when thresholds are met.
- Reconfigure IT Space on ground floor
    - As of 8/4/2017 this in in the queue as a potential Capital Improvement Effort.

- Helps IT be collocated, removes communication barriers
- Will help attract and retain top IT talent.

Improve consistency of support requests

- Evaluate current IT support requests and eliminate low-value add tasks
- Improve transition from project delivery to ongoing support
- Establish standards for ticket prioritization and response/resolution time
    - New classification/process for critical incidents (improve urgency on 'systems down' type events)
- Provide training to raise technical knowledge of all IT Support personnel
- Institute weekly ticket review sessions. Establish goal that no tickets be open for longer than a week (some tickets today are several years old).

Summary of recommendations:

The very best IT operations find a balance with three critical, yet fundamental components to their organization: People, Process and Technology. The recommendations offered in this report are heavily skewed towards the people and the process side of the equation. An IT inventory is conducted each year and it shows that there is no shortage of technology in use across the city's operation.

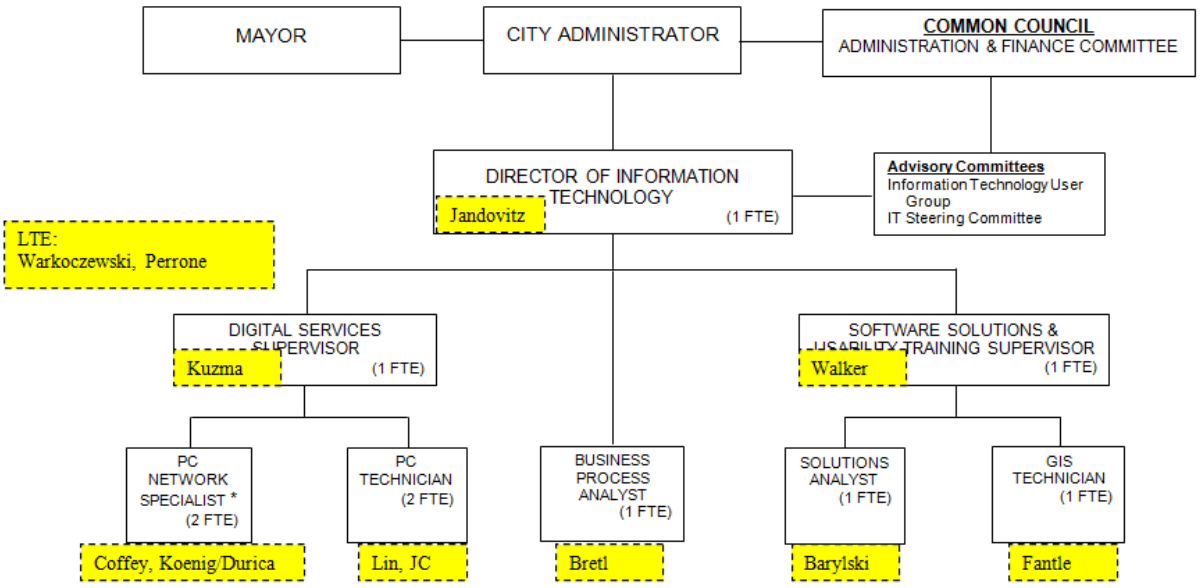
The IT industry has come a long way recently in standardizing best practices/processes, particularly in the area of IT project delivery (Lean/Agile) and customer relationship management. Many of the recommendations in this report are nothing more than taking these best practices and folding them into the way IT works for the City of West Allis.

Finally, for the city to achieve its five year strategic plan, it needs to invest in its IT people. In some cases, staff adds are needed to keep up with the demand for work and mitigate the risk of being over dependent on certain resources. Next, the existing staff members need to continue to stretch themselves to keep ahead of the technical competencies that the City demands. Finally, IT Leadership should focus more on staff development, performance management, career development and teamwork to create an environment that allows each individual to do their very best, while getting clear feedback on how they are contributing to the future vision for the City of West Allis.

Appendices

Appendix 1 – Current IT org chart

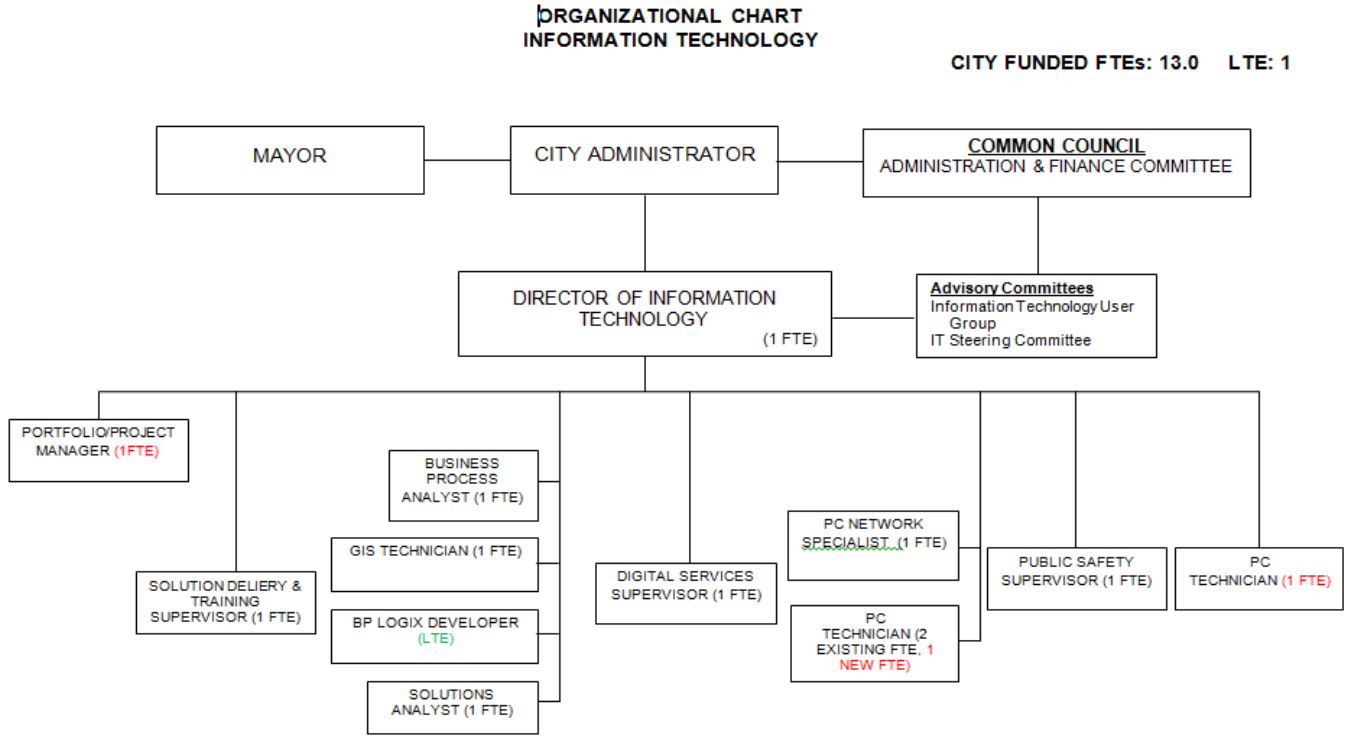
ORGANIZATIONAL CHART
INFORMATION TECHNOLOGY / CENTER FOR EXCELLENCE



* 1 P.C. Network Specialist to support Police Department

CITY FUNDED FTEs: 10.0

Appendix 2 – Potential future IT org chart



Appendix 3 – List of interviewees

The following individuals were interviewed as part of this assignment:

Department	Name(s)
Assessor's office	Jason Williams
Attorney's Office	Scott Post
Building Inspection and Neighborhood Services	Ed Lisinski
Communications	Jon Matte
City Administration	Jeanette Wardinski
Clerk's Office	Monica Schultz
Development	John Stibal, Luke Radomski
Engineering	Mike Lewis, Joe Burtch, Pete Daniels, Chris St. Clair
Finance	Peggy Steeno, Kris Moen
Human Resources	Audrey Key, Jane Barwick, Linda Huske, Lynn Jopek, Mary Yusefzadeh
Fire Dept.	Kurt Zellmann, Mason Pooler
Health Department	Sally Nusslock, Diane Dubey
Library	Mike Koszalka
Court	Ann Drosen
Police Dept.	Pat Mitchell, Steve Beyer, Chris Beldin, Chris Botsch
DPW – Admin	Dave Wepking
DPW – Fleet	Jim Leu, Debbie Krueger
DPW – Forestry	Mike Rushmer, Andi Hetzer
DPW – Water	Mike Brofka, Karyn Rittenhouse
DPW – Streets/Sanitation	Tim Last, Sharon Roy
DPW – Electrical/Inventory	Dave Young, Cindy Rausch
IT/CFE	Jim Jandovitz, Jon Kuzma, Pat Walker

Appendix 4 – Ideas gathered during interviews

Project name	Requestor	Notes
Integrate MarketDrive with GIS	Jason Williams	Jason thought IT was working on this, but hasn't gotten an update for a while
A mobile solution for MarketDrive	Jason Williams	Jason pushing the vendor on this
Help attorney's office implement Legal Files	Scott Post	Not much IT help needed.
Streamline 'new employee checklist' process	Scott Post	Sentiment is that even if you fill it out two weeks early, new employee still has to wait 4 weeks to get all their stuff
More permits into BP Logix	Ed Lisinski	Marian working on this
Automate the annual renewal process for permits/licenses.	Ed Lisinski	Should be able to run something at the start of the year and push the info to the end user where they can just pay online.
Bring back ITUG meetings.	Jeanette Wardinski	
Put permits issued in the Clerk's office (Bartender, Amusement, etc.) into BP Logix	Monica Schultz	Not sure how many more there are.
Allow Ask Allis admins to use their same ID/password to update the site	Jon Matte	They need to use a separate ID and password the Jon administers
Allow City Hall workers to access their Gmail account	Several	
Partner with Communication Dept. to put forward a conference room technology vision	Jon Matte	
Help make 'As Built' info on water system available on mobile devices	Mike Brofka	I think it is all stored today on PDF's on a file system.
Better camera/security option for the reservoir tank.	Mike Brofka	This is not the same as the cameras for the park; this is for the water tank itself.
Further automate Water billing process.	Karyn Rittenhouse	Still lots of mail sent to residents
Help automate the water meter reading process	Mike Brofka	Use radio transmissions for meters so that humans do not have to check levels manually
Better appointment scheduling solution for Water Div.	Karyn Rittenhouse	Outlook used today, but many issues…

Find an automated solution for 'tap cards'	Mike Brofka	
Provide mobile solution for Electricians.	Dave Young	Today, they take paper copies of GIS maps to the site and mark the changes made manually, then reenter into GIS
Convert all phone systems to Cat 5 wiring	Dave Young	I think we are on a plan to do this already?
Barcode system to track inventory over at DPW	Cindy Rausch	Lots of man-made labels and counts to maintain
Complete asset management system for DPW	Dave Wepking	They've looked at packages in the past.
Fleet management solution	Dave Wepking/Jim Leu	Tracks when things were purchased, when maintenance applied, and is integrated with Inventory so that when a part is needed the workflow is automated
Better quality cameras for DPW	Dave Wepking	The ones they have work, but quality is very low. Can't see faces or license plates
implement credit card option for 'bulk garbage pick-up' service	Sharon Roy	Credit card is an option for buying a new bin.
A better tree management system that interfaces with GIS and is mobile	Mike Rushmer	Forestry workers can take tablet out in the field, view the trees to work on, make notes right there on the spot
Filter GIS info 'by date'.	Andi Hetzer	Show me all the trees that need to be trimmed by 'x'' kind of logic.
Automate how p-card purchases feed H.T.E	Many	Everyone likes the ability to buy things with a p-card, but the process of saving receipts and sending them to finance is cumbersome
Work order system	many	Mainly at DPW. Forestry still uses a pink slip of paper to capture most requests
Integrate PetroVend and H.T.E.	Jim Leu	Debbie needs to take reports from PetroVend and rekey the info into H.T.E.
Improve routing within 'complaints' system	Engineering	There is a feeling that some complaints get routed to the wrong area.

Redesign ground floor/server area of City Hall	Engineering	Felt a better floorplan is needed to support the server room, UPS layout, wiring in the IT area.
Migrate 'special assessments' system into H.T.E	Finance	Move away from our proprietary system.
Improve method of getting support from H.T.E.	Finance	Now that each call to H.T.E. requires us to create an account with a password, maybe we should have this funnel into WA resource first (not necessarily in IT)?
Help implement new Fire Alerting system	Fire	Need someone with ProPheonix knowledge
Implement a life safety (Police & Fire) IT support structure.	Fire & Police	
Standardize ProPheonix implementations across Police & Fire	Fire & Police	Not sure we really understand what is the same and different between the two versions
Help implement Electronic Health Record (E.H.R.) system for Health Dept.	Health	
Help with Neogov implementation	HR	
Replace Access system that maintains all retiree information	HR	
Move the ID Card provisioning process into IT	HR	Make it part of a new and improved Onboarding process (new employee checklist)
Implement more of HR's processes into BP Logix	HR	
Install another WiFi access point for the Library	Library	Keep up with the demand for the WiFi system.
New audio recording solution for the Courts Div.	Ann Drosen	The one they have looks like it is from the 1960's
Simplify printer options for Courts Div.	Ann Drosen	Printers are either not working, in the wrong place or turned off completely.
Replace paper handouts in BINS with an online system to view, print, or e-mail to home	BINS	Handouts are currently on the wall in the BINS reception area.
Set up a kiosk at the library similar to what is at BINS so that residents can view, print or e-mail handouts.	BINS/Comm/IT	The Library being a higher traffic area with be a good place to put a kiosk to handle any city business in BP Logix

Appendix 5 – Key Dependency details

As the city of West Allis transitioned into the information age and began leveraging technology to improve their operation, some solutions were built leveraging unique technologies by specialized IT professionals. While these systems have returned great benefits back to the residents and government of West Allis, they have also become a risk that must be managed. This appendix tries to put a spotlight on where these risks are the greatest, and thus build the story behind some of the FTE increases to mitigate this risk.

Kathryn Perrone: Kathryn's been working to support the city for 15+ years. Perhaps her greatest strength is her versatility. From an IT perspective, she is truly a jack-of-all trades. She has inherited support for some very old technologies from those that came before her, and developed new solutions leveraging tools that were available to her. Below are seven categories of skills that Kathryn has brought to the city with insights into how these skills bring value back to the departments that depend on her.

1. **Web Application Support:** Kathryn is the expert on two of the most critical systems used across the city, WebMap and the Property Search program. WebMap is more internal to the city government and brings together data from various departments/applications. Property Search is used by the Public to view property information and initiate online transactions like paying taxes, paying citations or ordering new refuse carts. She is the technical expert in supporting the Antaeus bill-pay service the city leverages.
    - **Examples:**
        - Leverages HTML, VB.NET, ASP.NET, JavaScript and other programming languages to manage the data for both applications
        - Running annual jobs to upload new assessment & tax info to the applications
        - Maintains links to the PDF documents within the applications
    - **Departments Impacted:** All

2. **Understanding of core data repositories:** Katheryn has a deep understanding of the databases and schemas that support many of the 'top 50' applications listed in the main body of this report. When data becomes out of sync between two repositories, Katheryn will find out why and run procedures to get it fixed. Or when data needs to be exported to populate a spreadsheet or load another system, Katheryn will write the extract routines to get the data pulled.
    - **Examples:**
        - Creating data views that are leveraged in GIS Maps

        - Extract special charges from various systems to load into the GCS of tax billing
        - Annual run to extract sewer data for GASB reporting
    - **Departments Impacted:**
    - IT General, IT/GIS, Finance

3. **Reporting/Decision support:** Katheryn is an expert in using Crystal reports, Microsoft Access, Crystal Decisions, SQL, QRep and Logicity to help end users with their reporting needs.
    - **Examples:**
        - Run ad hoc queries per user requests
        - Troubleshoot issues with existing reports
        - Automate report distribution
    - **Departments Impacted:**
        - IT/GIS, Finance, BINS, Assessor, HR

4. **Document scanning and imaging:** Katheryn is our IT expert in all facets of scanning and electronic document management. There are complex VB.NET applications that help maintain the folders that hold scanned images that are viewed in the WebMap/Property File system, as well as purchased technologies like Fortis, Kofax and Superion (H.T.E)
    - **Examples:**
        - User support for Fortis/Kofax scanning
        - Supporting systems that provide automated indexing of scanned materials
        - File system maintenance
    - **Departments Impacted:**
        - All

5. **Microsoft Access Applications:** Katheryn is the primary support person for many small Access applications that have specific use throughout the City.
    - **Examples:**
        - Forestry asset/inventory system
        - HR Benefit Admin system
        - Community volunteer committee participation system
    - **Departments Impacted:**
        - HR, Attorney, Forestry, City Administration, Engineering

6. **BP Logix:** Katheryn has been helping support the development of some new e-forms on the BP Logix platform.
    - **Examples:**
        - Complaint system for DPW – Forestry
        - Assist other BP Logix developers on data repository/data warehouse questions
        - Troubleshoot user issues with timelines and reports
    - **Departments Impacted:**
        - DPW – Forestry, BINS

7. **Novatime:** Katheryn is our technical expert on the Novatime system.
    - **Examples:**
        - Run batch import jobs to load data from H.T.E system
        - Configure Novatime groups and user accounts
        - Assist with end user training
    - **Departments Impacted:**
        - Primarily Finance, but all others as well, with the exception of Fire

Jim Jandovitz: Jim has served as the Department Head for the IT/CFE department for the past 10 years. While the decision to bring in a temporary Deputy Director will help in running the IT operation after Jim's retirement on September 1st, Jim has acquired some technical knowledge that will put some stress on other individuals once he leaves:

1. **Data Networking:** Under Jim's leadership the City of West Allis has developed a sophisticated computer network that links all of our people, buildings and computers together. He did this by forming strong relationships with the vendors that offer wired and wireless solutions, and leveraging a strong peer network of IT Leaders across the county and state of Wisconsin. With Jim Leaving, this leaves the city with only Jon Kuzma as a technical expert in this area. With Jon also being the supervisor of the Digital Services Team, he has limited bandwidth to keep the existing network healthy, and develop strategies to keep it relevant moving forward. Finally, often the technical work to maintain the Network equipment must be performed after hours to minimize business impact. It would be asking a lot to have Jon shoulder all of this work on his own.
2. **PB Logix:** Jim is also an advance BP Logix developer. His retirement makes Marian Bretl as the only person left to support the existing platform while attempting to chip away at the large backlog of project request.

Jack Coffey: Jack has been working for West Allis for 4 years and has spent all his time supporting the technology for the Police Department. While Jack does leverage the rest of the IT Team for basic technology support, for things that are unique to the Police Department, Jack is the only one who understands how these things work. Examples include:

- Primary support for 32 Police Squad Laptops/DVR and Cameras/Printers/Cellular Communication devices
- Primary support for several applications that support the Police and Court departments. Including, Phoenix RMS/CAD, WDA, TiPSS, TRaCS, Kanine, Quick Scene, ATAC Raids and CAD Zone.
- Assist in supporting for 4 hosted agencies Phoenix and SQL Servers
- Primary support for the 911 Communications Center
- Assist in CIB and FBI Audits
- Primary support for Emergency Operations Center equipment and setup
- Primary support for the Netmotion (allows remote control of mobile devices) supporting 5 different Police Departments

Appendix x – Detailed notes from interviews

Not included at this time – 20+ pages of content