



# IT Project Portfolio

## Executive Review

Richard J. Varn

Chief Information Officer

# Table of Contents

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■ Executive Summary	3-4
■ IT Portfolio Introduction	5
■ Benefits of Good ITPM	6
■ IT Portfolio Initiative	7
■ Current IT Infrastructure Portfolio	8
■ Current IT Applications Portfolio	9
■ Current IT Portfolio Total	10
■ IT Strategic Planning Council	11-12
■ IT Portfolio Change Process	13
■ Proposed IT Portfolio Changes For FY09	14
■ Return on Investment	15-17
■ Estimated ROI for FY09 IT Capital Projects	18
■ Total Return for FY09 IT Capital Projects	19
■ Estimated ROI for FY09 IT Portfolio Changes	20
■ Total Return for FY09 IT Portfolio Changes	21
■ Funding	22
■ Appendix	23-49

# Executive Summary

Information Technology, like capital, represents assets worth hundreds of millions of dollars that must be maintained, replaced, and enhanced over time. In addition, like capital resources, they are investments that provide risk and return to the organization. Like investments, IT hardware and software assets are organized and managed in a portfolio to maximize value to the organization.

In the spring of 2007, ITSD conducted an initial inventory of the IT hardware and software assets in the City's IT portfolio. In the fall of 2007, the City Management Team constituted a seven-member Strategic Planning Council (SPC) to review, evaluate, and prioritize the FY09 IT project proposals that impact the IT portfolio.

The SPC assessed 34 proposals based upon necessity, impact, cost, and benefits to the City. Finally, they consolidated 34 proposals into 25 projects and ranked them by priority. 25% were improvement (investment) projects while 75% were support and maintenance projects

The initial IT Capital Projects are estimated to cost \$22 million and generate approximately \$34 million in benefits (cost savings, cost avoidance, and revenue growth). These projects will be funded through the \$15 million IT capital improvement budget and additional revenue generated by the e-Citation Project up to \$5 million. The FY09 project portfolio is estimated to cost \$36 million and deliver approximately \$44 million in total benefits. As many projects as possible will be completed as funding becomes available.

# Executive Summary

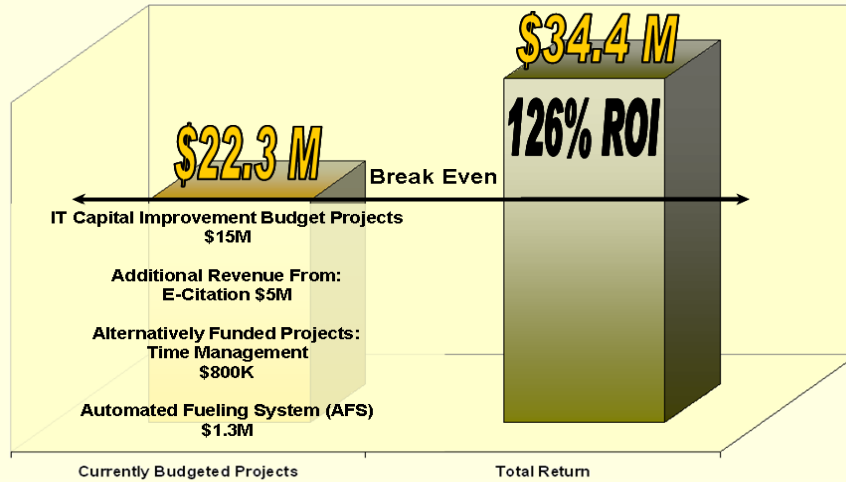


Figure 1a. Est. Return On Investment for FY09 IT Capital Projects (see pg. 18)

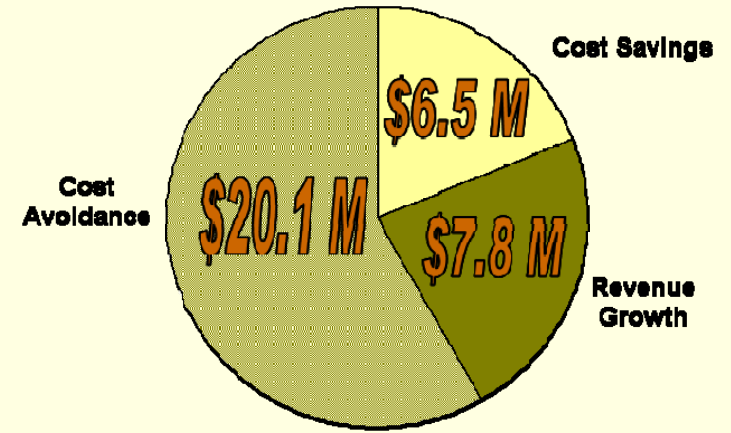


Figure 1b. Total Return Breakdown by Category for FY09 IT Capital Projects (see pg. 19)

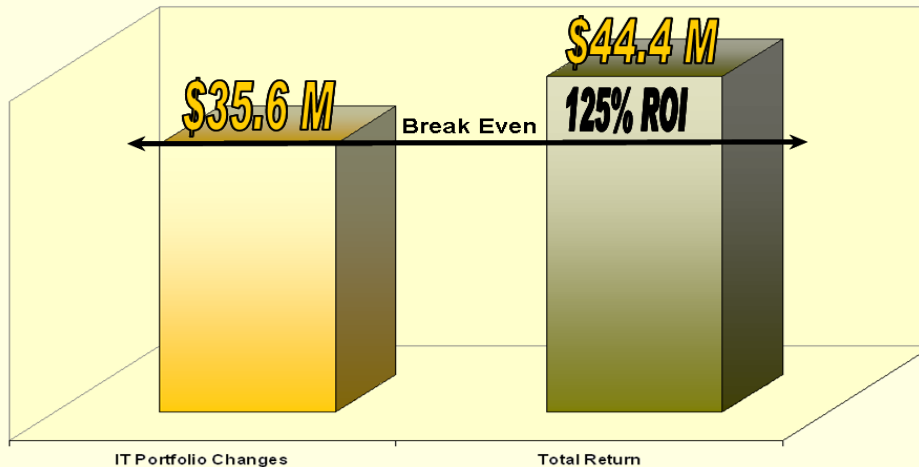


Figure 2a. Est. Return On Investment for FY09 IT Portfolio Changes (see pg. 20)

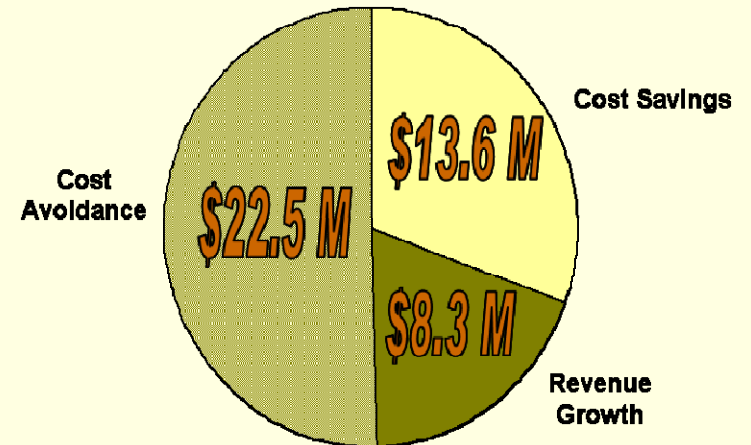


Figure 2b. Total Return Breakdown By Category for FY09 IT Portfolio Changes (see pg. 21)

# IT Portfolio Introduction

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- Purpose:
  - To create value for the organization through investments in IT
  
- Definitions:
  - IT Portfolio – a collection of IT resources (systems) supporting lines of business providing a consolidated view of overall cost, value, and risk
  - IT Portfolio Management (ITPM) – executing the IT portfolio
  
- Bottom Line:
  - ITPM maximizes the value of IT investments to the organization

# Benefits of Good ITPM

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- Benefits to the organization from adopting ITPM:
  - Choose projects that produce best value
  - Increase IT alignment with strategic business goals
  - Produce results and value
  - Focus on development and the future over maintenance and crises
  - Attention to transformation over status quo

# IT Portfolio Initiative

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## ■ Issue

- Hardware and software are capital assets that must be maintained and replaced, like streets
- IT capital assets represent \$100s of millions in City investments

## ■ Initiative

- Develop a comprehensive portfolio of IT assets
- Implement an IT portfolio process to prioritize and synchronize all new IT investments
- Maintain, replace, and enhance the IT portfolio in a rational way

# Current IT Infrastructure Portfolio

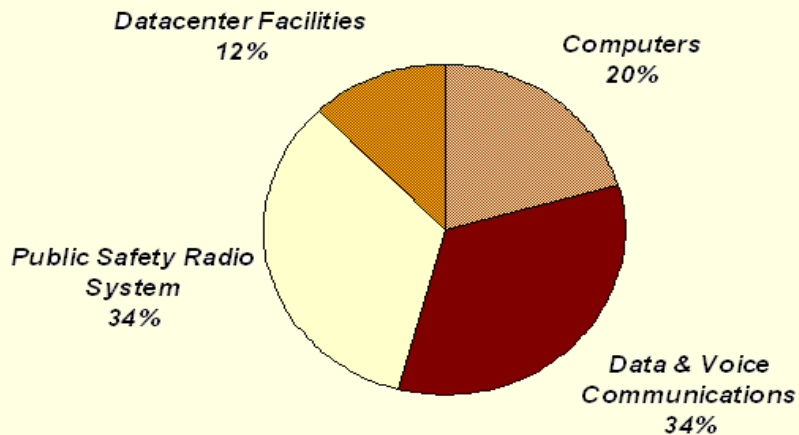
Infrastructure Item	Estimated Value	Useful Life
<b>Computers</b>		
Servers	\$5,500,000	5 years
Workstations	\$3,200,000	4 years
Printers	\$1,500,000	5 years
Rugged portables	\$1,200,000	5 years
System software (OS and Utilities)	\$19,000,000	8 years
<b>Subtotal - Computers</b>	<b>\$30,400,000</b>	
<b>Data and Voice Communications</b>		
Cable Infrastructure - Inside	\$4,500,000	10 years
Cable Infrastructure - Outside	\$5,500,000	20 years
Optical Network	\$5,000,000	8 years
Ethernet Network	\$30,000,000	6 years
Telephone Systems	\$5,000,000	8 years
<b>Subtotal - Communications</b>	<b>\$50,000,000</b>	
<b>Public Safety Radio System</b>		
Radio Infrastructure	\$10,000,000	20 years
Radio System	\$30,000,000	10 years
Radios	\$10,000,000	10 years
<b>Subtotal - Radio System</b>	<b>\$50,000,000</b>	
<b>Datacenter Facilities</b>		
Frio (15000 ft)	\$13,500,000	20 years
EOC (5000 ft)	\$4,500,000	20 years
<b>Subtotal - Datacenter</b>	<b>\$18,000,000</b>	
<b>Grand Total - Infrastructure</b>	<b>\$148,400,000</b>	

# Current IT Applications Portfolio

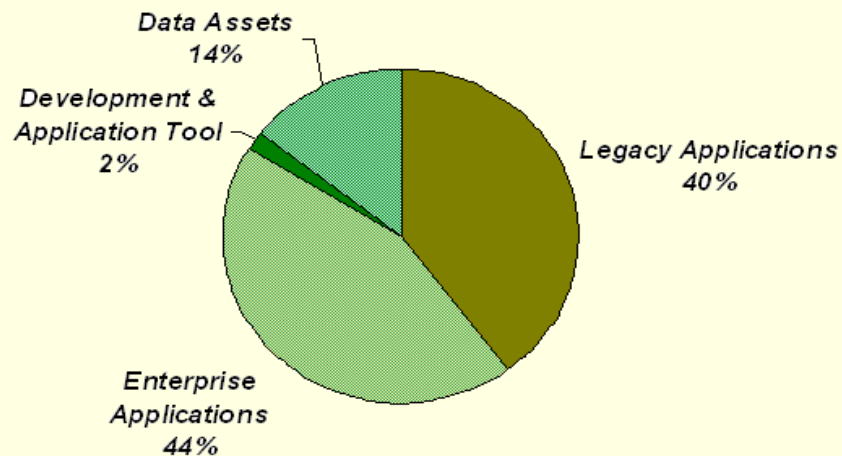
Application Item	Estimated Value	Useful Life	Risk
<b>Legacy applications (Mainframe)</b>			
Public Safety (69%)	\$87,897,868	5	High- Past useful life
Non-Public Safety (31%)	\$49,271,165	5	High- Past useful life
<b>Subtotal – Legacy Apps</b>	<b>\$137,169,033</b>		
<b>Enterprise Applications (non-Mainframe)</b>			
SAP	\$81,582,828	7	Low – Within useful life
Hansen	\$19,909,566	5	High- Past useful life
GIS	\$18,585,630	7	Low – Within useful life
Business Intelligence	\$8,569,609	7	Low – Within useful life
Enterprise Content Management	\$13,705,112	7	Low – Within useful life
Web	\$9,984,144	3	Medium – Hard to maintain
<b>Subtotal – Enterprise Apps</b>	<b>\$152,336,888</b>		
<b>Development and application tools</b>			
Administrative tools used to support applications	\$6,065,473	5	Low – Within useful life
<b>Data Assets</b>			
Creation, acquisition and management of data	\$50,000,000	7	n/a
<b>Grand Total - Applications</b>	<b>\$345,571,395</b>		

# Current IT Portfolio Total

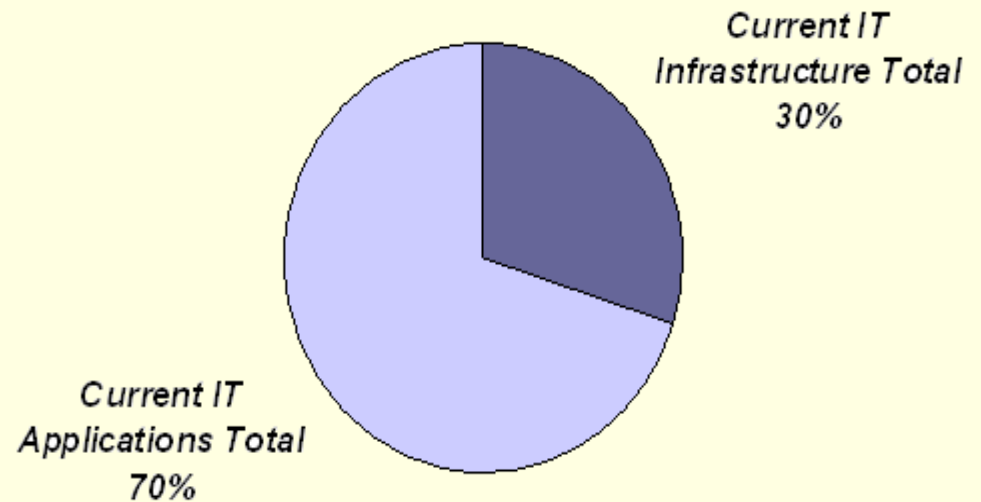
**Current IT Infrastructure**  
(By Infrastructure Item Category)



**Current IT Applications**  
(By Application Item Category)



**Current IT Portfolio Total**



**Current IT Portfolio Total**

Current IT Infrastructure Total	\$148,400,000
Current IT Applications Total	\$345,571,394
<b>Current IT Portfolio Grand Total</b>	<b>\$493,971,394</b>

# IT Strategic Planning Council

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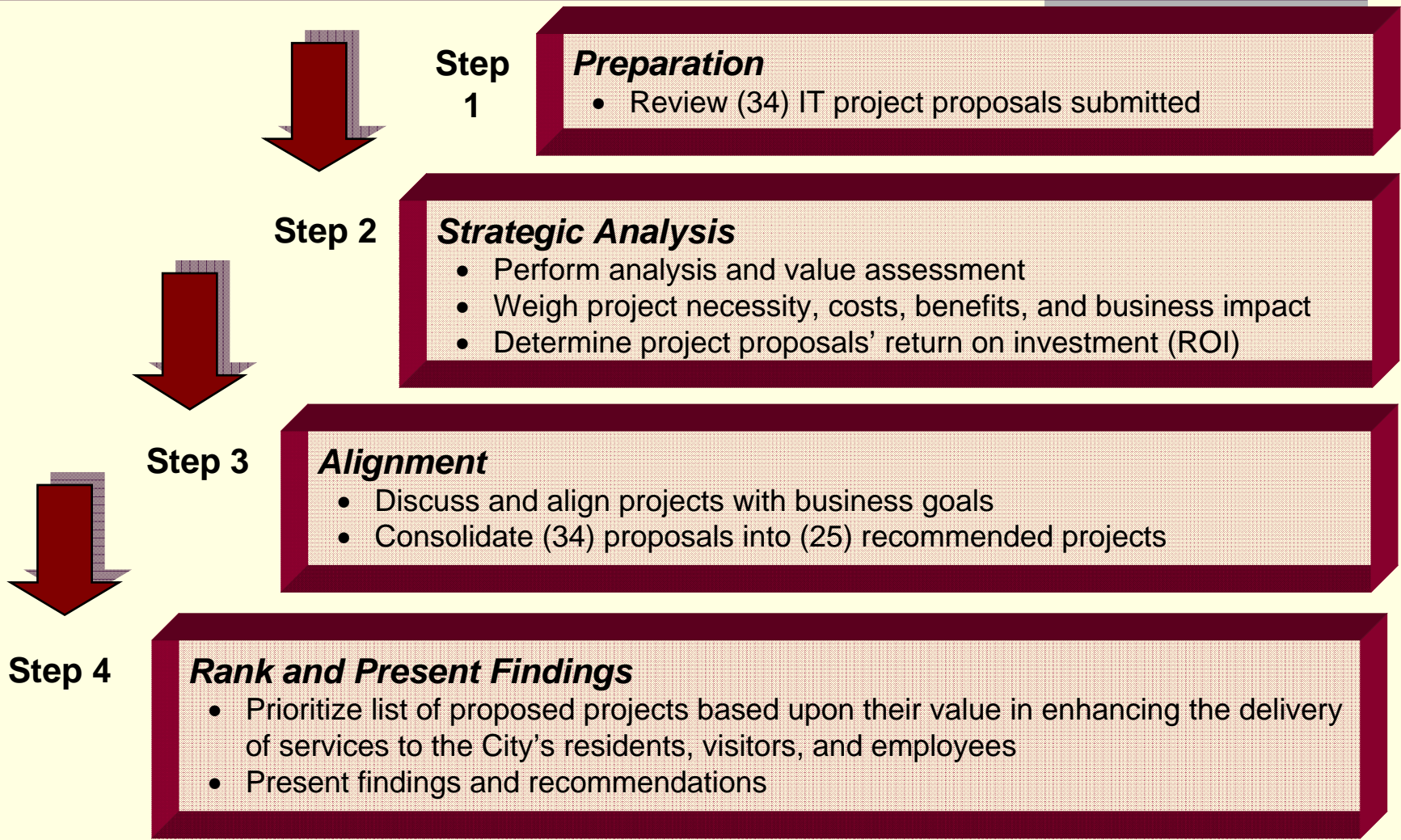
- The City Management Team constituted a seven member Strategic Planning Council (SPC) to review, evaluate, and prioritize IT project proposals into an enterprise IT Project Portfolio

# Strategic Planning Council Members

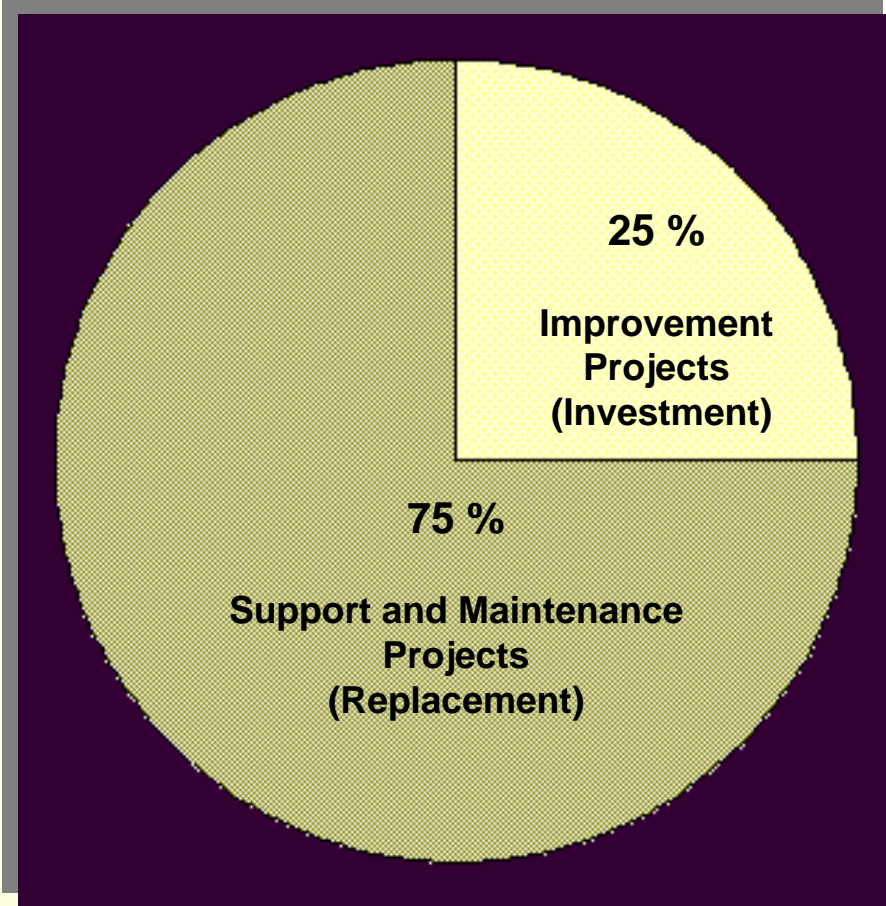
- **Sharon De La Garza**  
(City Manager's Office)
- **Dennis J. Campa**  
(Community Initiatives)
- **Janie Cantu (Steve Morando – Alternate)**  
(Purchasing)
- **Ben Gorzell (Troy Elliott – Alternate)**  
(Finance)
- **William McManus (Roy Waldhelm – Alternate)**  
(Police)
- **Dr. Fernando Guerra (Charles Pruski – Alternate)**  
(Health)
- **Ramiro Salazar (Aubrey George - Alternate)**  
(Library)



# IT Portfolio Change Process



# Proposed IT Portfolio Changes For FY09



## For implementation of new or updated technologies

- Improve customer service
- Reduce operational costs
- Improve efficiencies

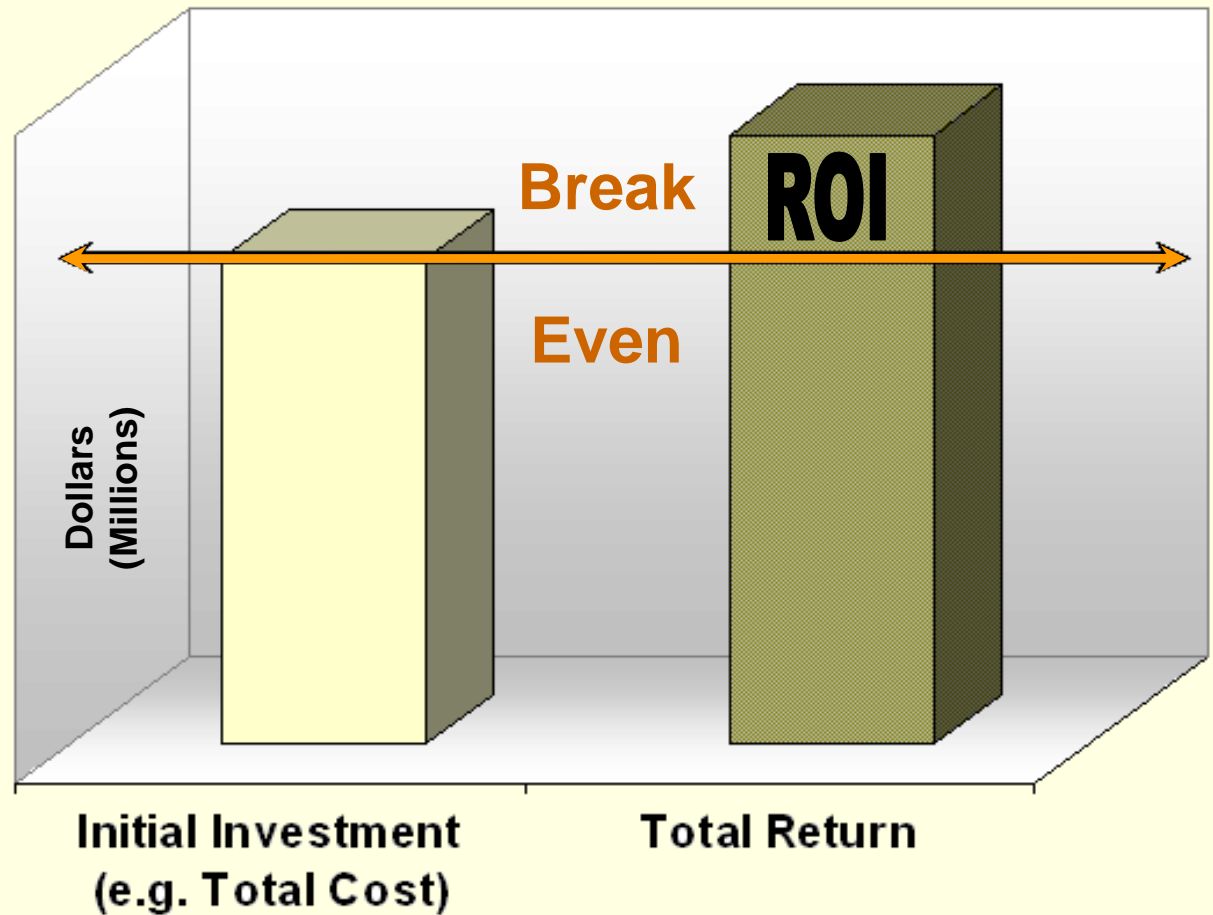
## For improvement of City's IT infrastructure

- Replace failing systems
- Reduce City operation downtime

*This chart illustrates the percentage of proposed projects which fell in one of two categories: Improvement or Support and Maintenance.*

# ROI Definition

- Return on Investment (ROI):
  - Ratio of money gained or lost on an investment relative to the amount of money invested
  - Represented as an annual or annualized (per year) rate of return



# ROI Elements Measured

## Investment



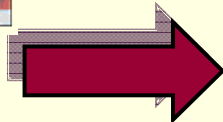
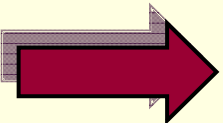
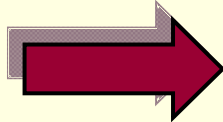
**Money**



**Time**



**Effort**

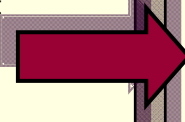


## IT Project Portfolio

### IT Projects

- IT Server Replacement
- Communications Equipment Replacement
- IRSS Replacement
- IT Service Continuity for Core Services
- Datacenter Power Upgrades
- Tape Library Replacement
- Municipal Court Automation
- ECM Project
- IT Security Identity & Access Mgt
- Time Management
- Enterprise Point of Sale
- COSA Learning Mgmt System
- IDs & Security Event Mgt System
- E-Citation Project
- Grants Management
- Biometric/Proximity Card Service Tracking
- Automated Vehicle Locator System (AVL)

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## Returns



**Improved Customer Satisfaction**



**Compliance**



**Downtime Reduced**



**Reduced Costs**



**Profit**



**Efficiency & Accuracy**

# ROI Total Return Breakdown

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- **Cost Savings**

- Spending less than previously spent or a change that directly reduces expenses

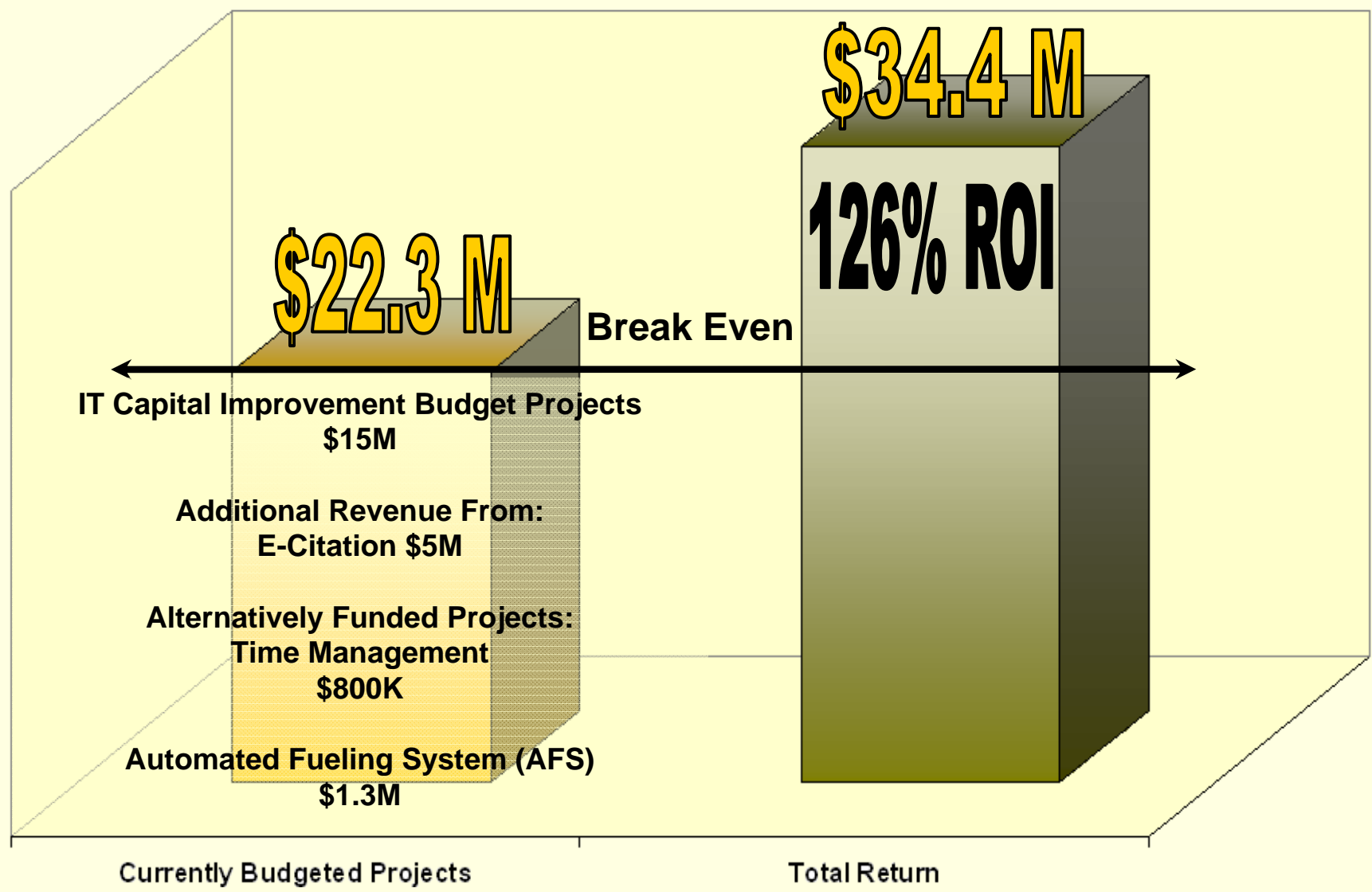
- **Revenue Growth**

- Increase in City income from all sources

- **Cost Avoidance**

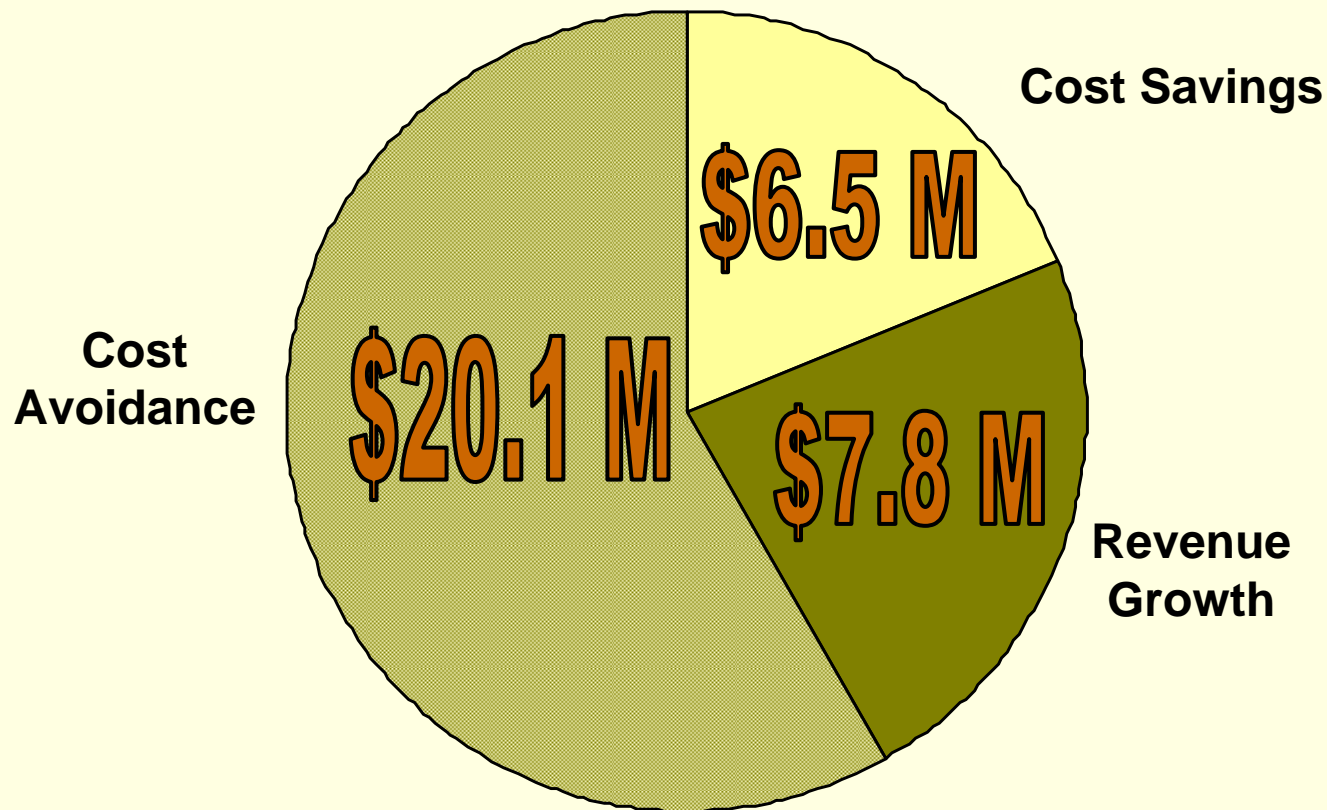
- Reduction or elimination of a new cost that would have otherwise occurred

# Estimated ROI For FY09 IT Capital Projects

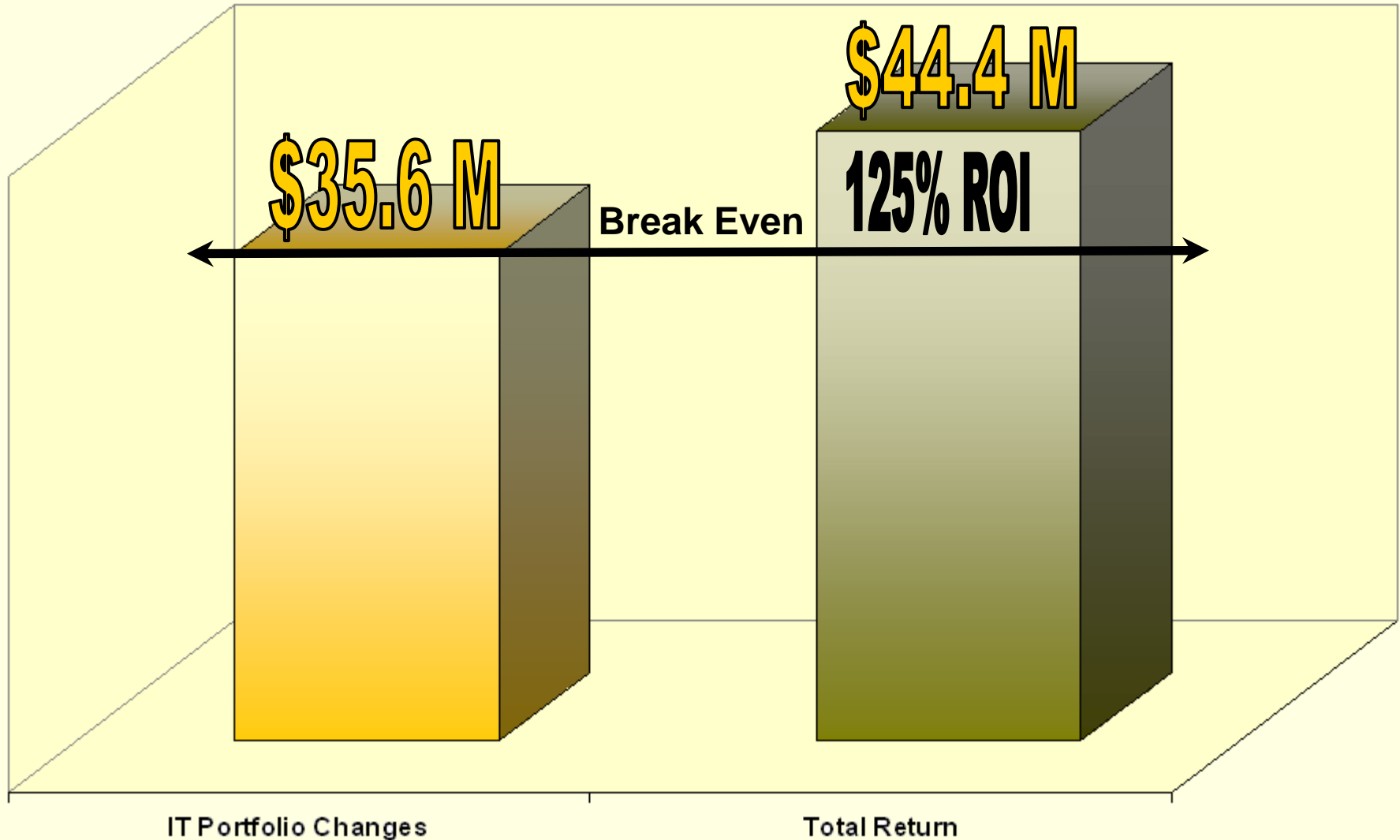


# Total Return For FY09 IT Capital Projects

Chart reflects IT Capital Improvement Budgeted Projects' total return (\$34.4 M) by benefit category.

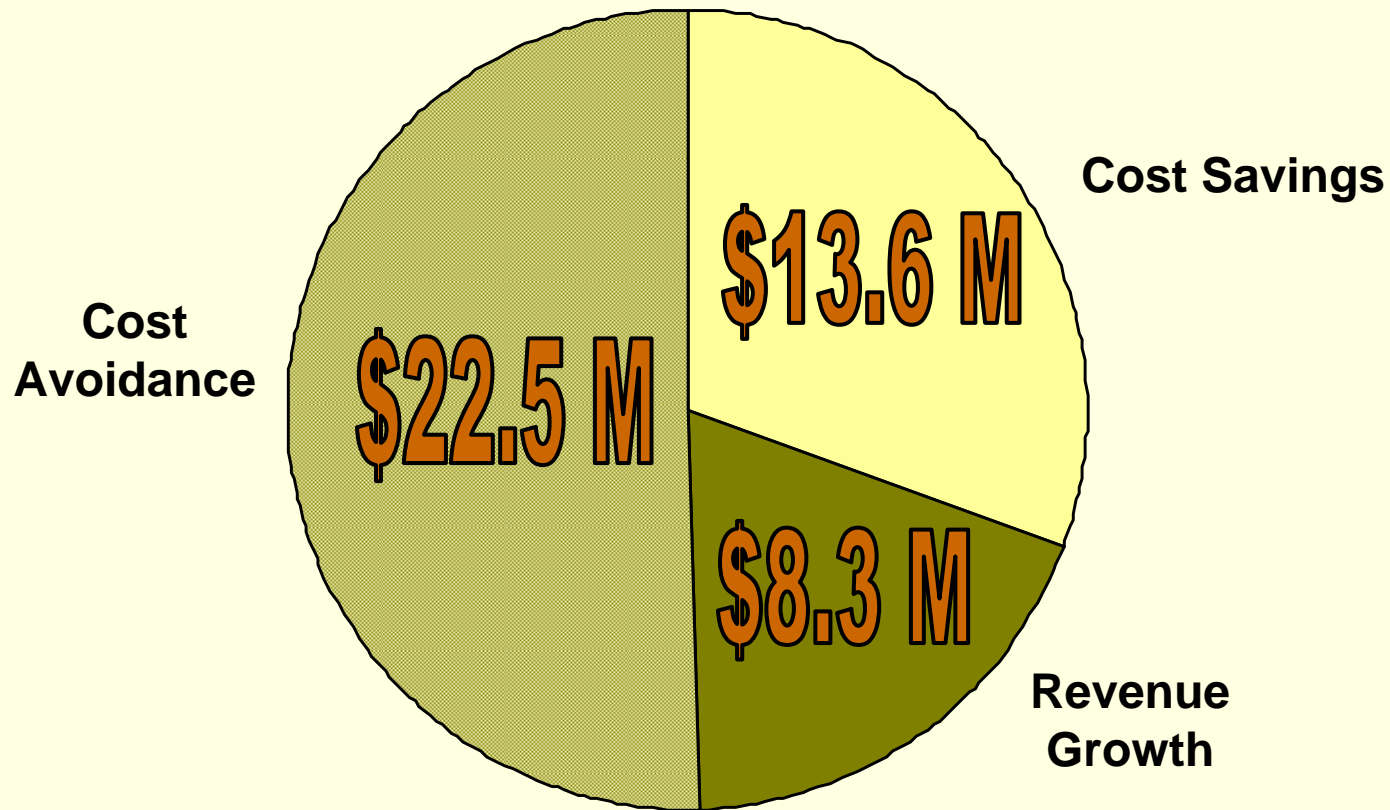


# Estimated ROI For FY09 IT Portfolio Changes



# Total Return For FY09 IT Portfolio Changes

Chart reflects entire IT Portfolio total return (\$44.4 M) by benefit category.



# Funding

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- The SPC recommends all projects for funding by the City Council
- Projects will be funded through:
  - \$15 million IT capital improvement budget
  - \$3.2 million for the eCitation Project is projected to generate additional revenue for the City, \$5 million of which will be reinvested in the IT portfolio
  - \$800,000 for the Time Management Project from Tax Anticipation Notices
  - \$1.3 million for the Automated Fueling System will be funded through the Fleet fund
  - \$140,426 for the Point of Sale Project (“seed” money) from the General Fund
- Reallocation on project savings and additional funding sources will be used to attempt to fund the entire list of projects
- As many projects as possible will be completed as funding becomes available

# Appendix

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- **IT Project Returns Table Overview**
- **Project Executive Summaries**

#	Project Name	Cost			Return on Investment (ROI)				
		Est. FY09 Budget \$	Cum. Budget \$	Total Project \$	%	Total \$	Cost Savings	Revenue Growth	Cost Avoidance
1	E-Citation Project	\$ 3,232,360	\$ 3,232,360	\$ 3,232,360	247%	\$ 7,983,929	\$ 159,679	\$ 7,824,251	\$ -
2	IT Server Replacement	\$ 251,350	\$ 3,483,710	\$ 251,350	103%	\$ 258,891	\$ -	\$ -	\$ 258,891
3	Communications Equipment Replacement and Upgrades	\$ 5,500,000	\$ 8,983,710	\$ 5,500,000	88%	\$ 4,840,000	\$ -	\$ -	\$ 4,840,000
4	IRSS Replacement	\$ 3,562,500	\$ 12,546,210	\$ 3,562,500	60%	\$ 2,137,500	\$ -	\$ -	\$ 2,137,500
5	IT Service Continuity for Core Services	\$ 1,500,000	\$ 14,046,210	\$ 1,500,000	269%	\$ 4,035,000	\$ -	\$ -	\$ 4,035,000
6	Datacenter Power Upgrades	\$ 660,000	\$ 14,706,210	\$ 744,000	68%	\$ 505,920	\$ -	\$ -	\$ 505,920
7	Tape Library Replacement	\$ 360,000	\$ 15,066,210	\$ 360,000	114%	\$ 410,400	\$ -	\$ -	\$ 410,400
8	Municipal Court Automation and Integration	\$ 870,000	\$ 15,936,210	\$ 3,069,641	156%	\$ 4,788,640	\$ 4,788,640	\$ -	\$ -
9	ECM Project	\$ 3,000,000	\$ 18,936,210	\$ 4,128,790	74%	\$ 3,055,305	\$ -	\$ -	\$ 3,055,305
10	IT Security Identity and Access Management	\$ 1,220,000	\$ 20,156,210	\$ 1,560,000	51%	\$ 795,600	\$ -	\$ -	\$ 795,600
11	Time Management Project*	\$ 800,000	\$ 20,956,210	\$ 1,600,000	76%	\$ 1,216,000	\$ 1,216,000	\$ -	\$ -
12	Automated Fueling System (AFS)*	\$ 1,316,050	\$ 22,272,260	\$ 1,822,804	241%	\$ 4,392,958	\$ 351,437	\$ -	\$ 4,041,521
<b>Subtotal</b>		<b>\$ 22,272,260</b>		<b>\$ 27,331,445</b>	<b>126%</b>	<b>\$ 34,420,142</b>	<b>\$ 6,515,755</b>	<b>\$ 7,824,251</b>	<b>\$ 20,080,136</b>
13	COSA Learning Management System	\$ 1,555,635	\$ 23,827,895	\$ 1,555,635	66%	\$ 1,026,719	\$ 965,116	\$ 30,802	\$ 30,802
14	IDS and Security Event Management System	\$ 84,000	\$ 23,911,895	\$ 84,000	132%	\$ 110,880	\$ -	\$ -	\$ 110,880
15	Grants Management Project	\$ 120,000	\$ 24,031,895	\$ 120,000	90%	\$ 108,000	\$ 73,440	\$ -	\$ 34,560
16	Biometric/Proximity Card Service Tracking	\$ 175,280	\$ 24,207,175	\$ 353,700	183%	\$ 647,271	\$ 647,271	\$ -	\$ -
17	Economic and Community Development GIS Website	\$ 110,000	\$ 24,317,175	\$ 110,000	436%	\$ 479,600	\$ -	\$ 479,600	\$ -
18	Web Content Management System	\$ 75,000	\$ 24,392,175	\$ 75,000	520%	\$ 390,000	\$ -	\$ -	\$ 390,000
19	Automated Vehicle Locater System (AVL)	\$ 3,773,000	\$ 28,165,175	\$ 3,773,000	176%	\$ 6,640,480	\$ 5,245,979	\$ -	\$ 1,394,501
20	External Network Access Point at 4 Branch Libraries	\$ 12,000	\$ 28,177,175	\$ 12,000	50%	\$ 6,000	\$ 600	\$ -	\$ 5,400
21	RFID Additional Items	\$ 245,711	\$ 28,422,886	\$ 245,711	80%	\$ 196,569	\$ 39,314	\$ -	\$ 157,255
22	Electronic Vehicle Inspection Report System	\$ 1,627,500	\$ 30,050,386	\$ 1,627,500	7%	\$ 113,925	\$ 104,811	\$ -	\$ 9,114
23	Video Conferencing Upgrades	\$ 250,000	\$ 30,300,386	\$ 250,000	57%	\$ 142,500	\$ -	\$ -	\$ 142,500
24	CD/DVD Jukebox	\$ 22,000	\$ 30,322,386	\$ 35,125	480%	\$ 168,600	\$ 16,860	\$ -	\$ 151,740
<b>Subtotal</b>		<b>\$ 8,050,126</b>		<b>\$ 8,241,671</b>	<b>122%</b>	<b>\$ 10,030,544</b>	<b>\$ 7,093,391</b>	<b>\$ 510,402</b>	<b>\$ 2,426,751</b>
<b>Grand Total</b>		<b>\$ 30,322,386</b>		<b>\$ 35,573,116</b>	<b>125%</b>	<b>\$ 44,450,686</b>	<b>\$ 13,609,146</b>	<b>\$ 8,334,652</b>	<b>\$ 22,506,888</b>

Enterprise Point-of-Sale* (Plan '09, Implement '10)	\$ 140,426	\$ 2,000,000
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\* Separate financing was obtained from general and other funds



***E-Citation Project***

**Tracking #:** FY09-0003-PIF-SAPD  
**Sponsor:** Erik Walsh  
**Business Partners:** Bexar County, Municipal Court

**Project Description:**  
 It has long been recognized that replacing paper-based form processes with electronic form processes significantly reduces costs and improves service. An important starting point is capturing the data in electronic format at the very beginning. This is being addressed through the City of San Antonio Forms Factory project. A variant of this project is the e-citation project where data from parking, moving violations, state law infractions, city ordinances, and traffic accidents will be captured electronically. This project might be extended to capture other data such inspections of buildings and premises.

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$3,232,360	\$3,232,360

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
247%	\$7,983,929 per year

**Benefits – Residents, Visitors, and Employees**

- Reduce rework for staff

**Benefits – Service Improvements**

- Reduce loss of revenue due to handwriting and data entry errors (10%)
- Reduce need for data processing clerks
- Increase productivity with automated system (est. \$793,719)
- Increase revenue from increased productivity (additional citations, est. \$9,842,111)



***IT Server Replacement***

**Tracking #:** FY09-0095-PIF-ITSD  
**Sponsor:** Hugh Miller  
**Business Partners:** Library

**Project Description:**  
 ITSD currently supports approximately 350 Microsoft Windows based servers for core infrastructure, electronic mail, and web applications. Approximately 100 of these servers are out of warranty and will need to be replaced to ensure the continuous operation of the IT systems they support.

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$251,350	\$251,350

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
103%	\$258,891 per year

- Benefits – Residents, Visitors, and Employees**
- Enhance employee experience, enhance external service delivery through utilization of new technology, greening of the datacenter

- Benefits – Service Improvements**
- Ensure the continuous operations of the City’s information systems
  - Improve efficiencies through consolidation and virtualization



***Communications Equipment Replacement and Upgrades***

**Tracking #:** FY09-0085-PIF-ITSD  
**Sponsor:** Hugh Miller  
**Business Partners:** n/a

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$5,500,000	\$5,500,000

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
88%	\$4,840,000 per year

**Project Description:**  
 The communications infrastructure for COSA is out of date and the equipment needs to be replaced or upgraded. The core network and voice infrastructure has been upgraded in FY 2008 to provide the foundation for an advanced converged voice, video, and data network. The network equipment and telephones in City facilities need to be upgraded to ensure they are capable of supporting the business initiatives planned to meet Citizen demand and City council strategic objectives. A reliable and robust communications infrastructure will allow employees to be more productive with less time lost to computing resources not being available.

- Benefits – Residents, Visitors, and Employees**
- Increase City employee productivity due to improved network performance and availability
  - Increase quality for citizen-facing e-government services
  - Achieve E-911 compliance for City’s phone system
  - Increase level of services by City venues (Airport, Convention Center, Alamo Dome, Libraries) to citizens and visitors

- Benefits – Service Improvements**
- Provide for a more reliable and responsive communications infrastructure



**Office of the Chief Information Officer  
FY09 IT Portfolio Requests – Executive Summary**

***IRSS Replacement***

**Tracking #:** FY09-0075-PIF-CS311  
**Sponsor:** Richard Varn  
**Business Partners:** ITSD, Code Compliance, Public Works, Animal Care, Solid Waste, and CIMS

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$3,562,500	\$3,562,500

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
60%	\$2,137,500 per year

**Project Description:**  
 In 1996, city employees developed the 311 system as an internal mainframe application. These employees have retired or will retire which may place the system at maintenance risk. The present 311 system is also incapable of expanding and responding to increase customer demands and new technology. New 311 software is required that allows for future growth and is easily adaptable to new emerging technology. Additionally, new 311 software must allow for customized reporting, tracking of service requests and expanded self-help (web) opportunities for our customers.

- Benefits – Residents, Visitors, and Employees**
- Provide self-help customized reports
  - Improve map locator capability and customer self-tracking capability
  - Highlight service level performance
  - Increase department service level accountability
  - Improve overall customer service (citizen goodwill value = \$14,716,569.77)

- Benefits – Service Improvements**
- Increase customer flexibility (expand options to use web, e-mail/text-message, voice recognition and word recognition)
  - Reduce customer wait time
  - Increase touch-points and feedback
  - Increase customer satisfaction



***IT Service Continuity for Core Services***

**Tracking #:** FY09-0008-PIF-ITSD  
**Sponsor:** Hugh Miller  
**Business Partners:** n/a

**Project Description:**  
 The City’s Public Safety entities have expressed a need for IT services that can remain available and operating in the event that the primary Frio datacenter is offline for an extended period of time. In order to provide this increased service level, several layers of the City’s IT infrastructure need to be engineered for redundancy utilizing the secondary datacenter at the Emergency Operations Center.

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$1,500,000	\$1,500,000

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
269%	\$4,035,000 per year

- Benefits – Residents, Visitors, and Employees**
- Continue availability of core IT services (email, file, print, GIS) in the event of a catastrophic failure of the Frio datacenter

- Benefits – Service Improvements**
- Provide ability to survive an extended catastrophic failure of the Frio datacenter



***Datacenter Power Upgrades***

**Tracking #:** FY09-0093-PIF-ITSD  
**Sponsor:** Hugh Miller  
**Business Partners:** n/a

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$744,000	\$660,000

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
68%	\$505,920 per year

**Project Description:**  
 The City’s datacenter at 515 S. Frio currently has a single power delivery path. This includes a single utility feed from CPS Energy and a single uninterruptible power supply (UPS) for battery backup. As a result, the Frio datacenter is classified as a Tier II site and currently has an expected average annual downtime due to site failure of 22 hours. Adding an additional power delivery path will result in expected annual downtime of approximately 1.6 hours in line with a Tier III site.

- Benefits – Residents, Visitors, and Employees**
- Enhance Public Safety system availability, 311 system availability, and other public-facing service availability
  - Ensure City staff will be less likely to be non-productive due to system unavailability

- Benefits – Service Improvements**
- Enhance the availability of the Frio datacenter resulting in improved availability and reliability



***Tape Library Replacement***

**Tracking #:** FY09-0094-PIF-ITSD  
**Sponsor:** Hugh Miller  
**Business Partners:** n/a

**Project Description:**  
 The City depends on a tape-based system for saving backups of data. This system is at end of life and needs to be replaced. In FY08 one-half of the system, located at the City Hall Annex (506 Dolorosa), was replaced as part of the City Hall Annex demolition project. The rest of the system located at 515 S. Frio needs to be replaced as well. The existing system is out of warranty and costs approximately \$120K annually to support.

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$360,000	\$360,000

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
114%	\$410,400 per year

- Benefits – Residents, Visitors, and Employees**
- Ensure City staff will be more productive and continue working rather than waiting for lost data to be recovered

- Benefits – Service Improvements**
- Ensure continuous operations of the City’s information systems
  - Allow for the recovery of lost or corrupted data in a timely fashion
  - Reduce time required to complete backups
  - Lower overall operating expenses by utilizing commodity hardware to store backup images



***Municipal Court Automation and Integration***

**Tracking #:** FY09-0002-PIF-MC  
**Sponsor:** John Bull  
**Business Partners:** Bexar County

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$3,069,641	\$870,000

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
156%	\$4,788,640 per year

**Project Description:**  
 For years, the Municipal Court has wanted to simplify court processes, create paperless workflows, better integrate with County court processes, and increase effectiveness and employee satisfaction. The Court plans to achieve these goals by participating in the Bexar County CJIS shared service. The estimated cost of the project is \$2 million. The benefits include (1) reduced cost of processing a case, (2) faster cycle time from citation to adjudication, (3) improved clearance rates, (4) improved collection of monetary penalties, (5) improved customer satisfaction, and (6) improved court employee satisfaction.

- Benefits – Residents, Visitors, and Employees**
- Increase access to the public and internal customers by enhancing usability of court’s case management and IT system
  - Increase reliability, availability, and accuracy of information
  - Increase financial and employee accountability by implementing security and privacy policies for limiting access to authorized justice activities and users

- Benefits – Service Improvements**
- Improve efficiency through process improvement
  - Eliminate unneeded programs
  - Provide intelligent decision-making and information sharing
  - Improve quality of justice delivery with faster, more efficient case dispositions
  - Reallocate resources understaffed areas
  - Reduce time from citation to adjudication by eliminating delays from paper-based information flow
  - Improve customer experience
  - Automate information exchange and dissemination



***ECM Project***

**Tracking #:** FY09-0103-BRF-ITSD  
**Sponsor:** Richard Varn  
**Business Partners:** DCI, CIMS, Library, SAMHD

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$4,128,790	\$3,000,000

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
74%	\$3,055,305 per year

- Benefits – Residents, Visitors, and Employees**
- Cost savings of \$7,891,996 of citizen's time and effort as well as \$500,000.00 savings in paper, filing of documentation, etc.
  - Preservation of documentation that can become brittle and destroyed

- Benefits – Service Improvements**
- One consistent software package to integrate content management and scanned images for the following new functions:
  - Integration with e-Forms (Adobe LiveCycle)
  - Additional workflow capabilities
  - Expanded search capabilities
  - Additional email capabilities
  - Tighter integration with scanning software such as Kofax

**Project Description:**  
 Currently, the City of San Antonio has numerous requests for additional functionality that is not part of our existing Content Management System. Some of these additional functions are:  
 1. Integration with the e-Forms project (Adobe LiveCycle);  
 2. Additional working workflow capabilities;  
 3. Expanded search capabilities beyond the confines of the product;  
 4. Additional email capabilities;  
 5. Tighter integration with scanning products such as Kofax for imaging. Due to the additional functionality as well as the following concerns and requirements throughout the city listed below, a more comprehensive Enterprise Content Management (ECM) System is required.



***IT Security Identity and Access Management***

**Tracking #:** FY09-0009-PIF-ITSD  
**Sponsor:** Hugh Miller  
**Business Partners:** n/a

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$1,560,000	\$1,220,000

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
51%	\$795,600 per year

**Project Description:**  
 Currently there is no system in place to provision and un-provision access to the many IT systems used by COSA. Identity and Access Management (IAM) is a technology designed to simplify all aspects of user management. IAM tools integrate into the enterprise and act as a sort of middleware layer between the enterprise's users and its applications. By sitting in the middle, they streamline the interactions between these two bodies. Further, they are uniquely positioned to report on those interactions as they participate in every authentication request.

- Benefits – Residents, Visitors, and Employees**
- Improve logon ID security
  - Faster provisioning of new users
  - Improve management reporting
  - Increase IT staff efficiency

- Benefits – Service Improvements**
- Enhance availability and reliability of IT services



***Time Management Project***

**Tracking #:** FY09-0034-PIF-FIN  
**Sponsor:** Troy Elliott  
**Business Partners:** n/a

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$1,600,000	\$800,000

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
76%	\$1,216,000 per year

**Project Description:**  
 Finance is undertaking the Time Management Project to streamline and standardize the collection and processing of time and leave across the organization. Key elements of the project include: 1) SAP-integrated time collection solution; 2) implementation of Time Specialist positions; 3) wider use of self-time entry and electronic pay stubs for salaried, exempt personnel; and 4) roll-out of Employee Self Service/Manager Self Service module in SAP.

- Benefits – Residents, Visitors, and Employees**
- Increase paycheck accuracy
  - Increase timeliness of overtime payment
  - Provide easier access to human resources via Employee Self Service
  - Gain tool of Manager Self Service

- Benefits – Service Improvements**
- Facilitate time collection and leave requests
  - Establish firmer controls over the time management and payroll process
  - Reduce number of departmental personnel handling time administration duties
  - Establish a single set of tools, processes, and procedures for time management
  - Ensure COSA and federal rules and laws are upheld and consistently applied
  - Leverage COSA’s investment in SAP



***Automated Fueling System (AFS)***

**Tracking #:** FY09-0016-PIF-FLEET  
**Sponsor:** Florencio Peña  
**Business Partners:** n/a

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$1,822,804	\$1,316,050

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
241%	\$4,392,958 per year

**Project Description:**  
 The current COSA fueling system is based on an older technology. A new AFS using radio frequency (RF) would only allow vehicles that are preprogrammed by the City to be permitted to fuel at City locations. Our goal is to replace the current system with an application that has more auditing and security features as well as hardware that allows the customer a hands free authorization for dispensing of fuel. The hardware will also allow for real-time data exchange between the vehicle’s onboard computer and the island kiosk through a local wireless transmission (RF).

- Benefits – Residents, Visitors, and Employees**
- Eliminate all reporting task demands on drivers
  - Safer fuel islands because the system automatically cuts off a pump as its hose nozzle begins to move out of the vehicle filler neck
  - Improved reporting

- Benefits – Service Improvements**
- Improve customer benefits from fewer lost cards and no card resets
  - Decrease hassle of returning to the vehicle to obtain the current odometer and less time spent on the fueling task
  - Improve security on fuel inventory
  - Improve forecast of additional tank installations
  - Increase availability for emergency instances
  - Increase odometer reading accuracy
  - Improve ability to maintain and/or repair fleet



***COSA Learning Management System***

**Tracking #:** FY09-0077-PIF-HR  
**Sponsor:** Nikki Ramos  
**Business Partners:** SAMHD, SAFD

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$1,555,635	\$1,555,635

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
66%	\$1,026,719 per year

**Project Description:**  
This project incorporates 3 department’s online training opportunities: (1) SAFD's Digital Video-On-Demand (DVOD), (2) HR Department’s Learning Management System (LMS) and (3) SAMHD's Digital Health Department Food Worker Online Training Module. The DVOD module must be funded first or pose a public safety risk to the City. The DVOD cost (\$51,635) is negligible compared to the cost of overtime, property loss, and potential law suits. Phase 2 of the project will provide tools to develop, publish, coordinate, report, track, and deliver training to all employees (uniformed and non-uniformed) and citizens requiring city public services. The current training model is instructor-led, which is costly, inefficient, time-consuming, and limits educational opportunities for our employees. A LMS simplifies the administration of learning programs across the City. Employees and managers can enroll and track learning through a web portal. Managers can tailor training needs for their employees. Phase 3 will incorporate the Food Worker Online Training module. The new Texas Health and Safety Code requires food handler certification for some establishments beginning January 1, 2010. Food handlers will be able to access the training through the LMS and will pay the city to access the online training rather than attend a college to obtain their food handler's certification.

- Benefits – Residents, Visitors, and Employees**
- Enhance public safety for citizens and visitors as firefighters will have faster access to State and Federal Continuing Education training
  - Increase residents and visitors availability to help explaining how to use public services
  - Improve food handling and safety training in accordance with the Texas Health and Safety Code chapter 438, SECTION 438.0431
  - Provide faster delivery of mandated (Federal, State and COSA) training to employees
  - Reduce employee downtime for training

- Benefits – Service Improvements**
- Reduce training cost to employees
  - Decrease time away from the workplace
  - Provide on location for learners to access training content
  - Provide certification tests online
  - Easier to marry training to performance
  - More individualized instructions



***IDS and Security Event Management System***

**Tracking #:** FY09-0076-PIF-ITSD  
**Sponsor:** Hugh Miller  
**Business Partners:** n/a

<b><u>Est. Total Project Cost</u></b> \$84,000	<b><u>FY09 Budget Request</u></b> \$84,000
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<b><u>Return on Investment (%)</u></b> 132%	<b><u>Return on Investment (\$)</u></b> \$110,880 per year
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- Benefits – Residents, Visitors, and Employees**
- Allow compliance reporting for PCI, HIPPA, audit responses, and City policies and directives regarding “Acceptable Use of Information Technology” and “Security and Passwords”

- Benefits – Service Improvements**
- Able to respond to compliance queries and able to proactively identify potentially irregular system access patterns

**Project Description:**  
 Currently there is no Intrusion Detection System (IDS) or centralized log management capability. Security event logs are maintained on individual systems and management varies from system to system. The ability to track an event or incident and determine who did what/when, is virtually non-existent. An IDS and Security Event Management System will allow monitor our networks and centrally collect, correlate, and report on security log events for various systems deployed throughout the enterprise.



***Grants Management Project***

**Tracking #:** FY09-0031-PIF-FIN  
**Sponsor:** Troy Elliott  
**Business Partners:** All departments with Grants

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$120,000	\$120,000

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
90%	\$108,000 per year

**Project Description:**  
 COSA receives approximately \$176 million annually in grants funds that support crucial programs. The City does not have a standard tool for managing these grants, which has resulted in \$12 million in overspending in past years. The most recent Management Letters cited management of grants as a material weakness and the external auditors deem it high risk. Grants management software will enable personnel to handle their grants more effectively by putting comprehensive information on individual grants in one place. Key benefits include the ability to report financials on grantors' terms, the ability to identify grant balances and produce financial statements, the ability to track accounts receivables and purchases by grants, and the ability to track sub-recipient activity.

- Benefits – Residents, Visitors, and Employees**
- Improve grant management and spending for citizens
  - Provide information to grantors to reduce the risk of losing grants
  - Increase the chance of winning grants that provide services to citizens
  - Better manage grants given to community organizations
  - Reduce the number of programs subject to audit by external auditors
  - Reduce the associated audit fees charged

- Benefits – Service Improvements**
- Improve grant management and reporting
  - Ensure accurate grant accounting
  - Enable departments to track and better utilize grant-related information
  - Assist City to receive grants that support important citizen services
  - Provide better information and customer service to the community that benefit from City-managed grants
  - Develop a standard for managing and reporting grants



***Biometric/Proximity Card Service Tracking***

**Tracking #:** FY09-0080-PIF-DCI  
**Sponsor:** Dennis Campa  
**Business Partners:** n/a

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$353,700	\$175,280

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
183%	\$647,271 per year

**Project Description:**  
 The department along with participating delegate agencies currently track client services using an online client and case management system provided by Data Systems International. DCI would like to enhance the existing application with the addition of a biometric/proximity card module that would allow staff to provide and track services/credits more efficiently and accurately reducing the potential for data entry errors.

- Benefits – Residents, Visitors, and Employees**
- Improve process efficiency thereby benefiting users and clients of the system reducing the government hassle factor
  - Enhance the department’s ability to improve the quality of life for San Antonio residents

- Benefits – Service Improvements**
- Better utilize existing resources and minimize waste



***Targeted Development GIS Portal***

**Tracking #:** FY09-0096-PIF-EDD  
**Sponsor:** T. C. Broadnax  
**Business Partners:** CIMS

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$110,000	\$110,000

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
436%	\$479,600 per year

**Project Description:**  
 Creation of a GIS portal that will provide a searchable database of all city owned and commercially available property with all economic and community development targeted development areas and associated incentives (federal, state, local). This project will create a single application that brings together available properties, COSA development policy and incentives, and property analysis and comparison tools into one value added service for all potential investors ranging from start-up business to global site selector.

- Benefits – Residents, Visitors, and Employees**
- Increase targeted development in distressed areas through better informed policy creation
  - Increased time efficiencies to investment
  - Increased revenue for city services through productive use of property currently not on tax rolls

- Benefits – Service Improvements**
- Increase cost efficiencies (staff and customer) and time efficiencies (staff and customer)
  - Increase deal flow in targeted areas
  - Increase market information for policy decisions
  - Additional direct value-added service provision to a wide variety of customers



***Web Content Management System***

**Tracking #:** FY09-0068-PIF-ITSD  
**Sponsor:** Hugh Miller  
**Business Partners:** n/a

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$75,000	\$75,000

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
520%	\$390,000 per year

**Project Description:**  
 Current issue is a non-consistent Web presence for the City of San Antonio’s web pages. With a web content management system, Web Masters throughout the city with varying skill sets would easily author web content using an editor that would allow them to view pages as they were created. This would also allow a standard set of content to be used by everyone.

- Benefits – Residents, Visitors, and Employees**
- Better user experience for all city customers

- Benefits – Service Improvements**
- Facilitate the implementation of Remedy and ITIL best practices
  - Facilitate collaboration among project stakeholders
  - Provide ITSD with a central repository for all information associated with projects, as well as collaborative work areas on the network and external to the organization



***Automated Vehicle Locater System (AVL)***

<p><b>Tracking #:</b> FY09-0017-PIF-FLEET  <b>Sponsor:</b> Florencio Peña  <b>Business Partners:</b> Public Works, SAPD, SAFD</p>
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<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$3,773,000	\$3,773,000

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
176%	\$6,640,480 per year

<p><b><u>Project Description:</u></b>  An AVL GPS system is needed to pinpoint the exact locations around the City of San Antonio of approximately 4,900 vehicles and equipment. The system will assist in annual asset inventory primarily, allowing us to keep track of our main financial resource. In the case of an area wide emergency an AVL system would identify the assets' location immediately instead of wasting time trying to reach operators to determine where this equipment is located. In addition, this system will offer features our customers can utilize to monitor routes, schedules and staff locations.</p>
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| <p><b><u>Benefits – Residents, Visitors, and Employees</u></b></p> <ul style="list-style-type: none"> <li>• Optimize fleet performance (studies show average 25% improvement in number of daily jobs completed, 27% higher fleet utilization and 13% reduction in fuel and maintenance costs)</li> <li>• ROI based upon similar implementation in Garland, TX</li> </ul> |
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| <p><b><u>Benefits – Service Improvements</u></b></p> <ul style="list-style-type: none"> <li>• Improve customer service through better knowledge of locations of the units for emergencies, repairs, and routine maintenance</li> <li>• Provide information regarding route and staff location trends</li> <li>• Improve accuracy of asset inventories as well as locations of the assets</li> <li>• Reduce “loss time” where the technician is “looking for” unit for a service call</li> </ul> |
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***External Network Access Point at 4 Branch Libraries***

**Tracking #:** FY09-0082-PIF-LIB  
**Sponsor:** Aubrey George  
**Business Partners:** n/a

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$12,000	\$12,000

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
50%	\$6,000 per year

**Project Description:**  
 The proposed project will contribute to the San Antonio Public Library System’s ability to contribute to the success of our community by becoming a vital center of learning, knowledge, communication, culture, and enjoyment for all San Antonians (San Antonio Public Library Strategic Plan). Exterior Wi-Fi access points are a new extension of the current Library Wi-Fi service. This project would include a placement feasibility analysis by Net Comm, a data pull, hardware installation/configuration and testing.

- Benefits – Residents, Visitors, and Employees**
- Increase citizen productivity in healthy outside spaces and not be restricted to limited seating areas inside library branch locations
  - Provide ability to access services to enhance self-improvement, business development, research activities, and recreation

- Benefits – Service Improvements**
- Provide added convenience and Wi-Fi connection opportunities for citizens
  - Enable citizens to utilize outdoor seating areas to reduce congestion in library facilities
  - Reduce the need to purchase additional furniture if space allows or the immediate need to expand



***RFID Additional Items***

**Tracking #:** FY09-0061-PIF-LIB  
**Sponsor:** Aubrey George  
**Business Partners:** n/a

**Project Description:**  
 This project will enable the San Antonio Public Library to provide equal and open access to books, information and technology resources to promote a lifetime of reading and learning (San Antonio Public Library Strategic Plan).

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$245,711	\$245,711

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
80%	\$196,569 per year

<b><u>Benefits – Residents, Visitors, and Employees</u></b>
• n/a

<b><u>Benefits – Service Improvements</u></b>
• n/a



***Electronic Vehicle Inspection Report System***

**Tracking #:** FY09-0024-PIF-FLEET  
**Sponsor:** Florencio Peña  
**Business Partners:** Public Works, SAPD, SAFD

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$1,627,500	\$1,627,500

**Project Description:**  
 The Electronic Vehicle Inspection Report System (EVIRS) replaces manual inspection processes with electronic methods, which alleviate errors and inefficiencies associated with paper inspections. Pre- and post-trip inspections are a requirement for those individuals holding a Commercial Drivers License (CDL) driving a vehicle of that classification.

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
7%	\$113,925 per year

- Benefits – Residents, Visitors, and Employees**
- Reduce the total cost of maintenance
  - Reduce rework
  - Optimize PM maintenance scheduling across the fleet
  - Improve compliance with safety regulations
  - Improve shop throughput
  - Improve data integrity and reduce data latency throughout the organization
  - Spot trends in time to respond to emerging problems or capitalize on advantages
  - Identify and reward top technicians

- Benefits – Service Improvements**
- Help verify that drivers are in compliance of their endorsement by forcing the inspection to be completed
  - Provide a safer environment to drivers and the community by having the driver inspect his equipment before getting on the road
  - Lessen the time spent by the driver filling out a paper inspection report and fleet service writers deciphering different handwriting



***Video Teleconferencing Upgrades***

**Tracking #:** FY09-0087-PIF-ITSD  
**Sponsor:** Hugh Miller  
**Business Partners:** n/a

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$250,000	\$250,000

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
57%	\$142,500 per year

**Project Description:**

The City currently has a video teleconferencing system that was purchased with grant funding and supports critical functions such as public safety and emergency incident management. The existing system is currently no longer under maintenance and requires some upgrades to ensure that it will meet current operational needs and be available in the event of a disaster.

<b><u>Benefits – Residents, Visitors, and Employees</u></b>
<ul style="list-style-type: none"> <li>• n/a</li> </ul>

<b><u>Benefits – Service Improvements</u></b>
<ul style="list-style-type: none"> <li>• Ensure advanced communications features are available to meet the needs of City leaders</li> <li>• Ensure reliable and effective communications to deal with time-sensitive and critical decisions in the event of an emergency or incident</li> <li>• Allow interaction with policy managers and mutual support at a state and national level</li> </ul>



***CD/DVD Jukebox***

**Tracking #:** FY09-0049-PIF-LIB  
**Sponsor:** Aubrey George  
**Business Partners:** n/a

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$35,125	\$22,000

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
480%	\$168,600 per year

**Project Description:**  
 The Library’s CD and DVD collections are popular and heavily utilized. A CD/DVD jukebox offers an efficient and secure solution to provide patrons with access to the collection through self check-out and self check-in. This initiative enables a phased-in CD/DVD jukebox program, beginning at the Central Library. To house the Library’s collection, three large CD/DVD jukeboxes are required. The jukebox’s features will reduce material processing by library staff and offers automated shelving within the unit, providing additional security for resources, and freeing up staff to assist patrons in other ways.

- Benefits – Residents, Visitors, and Employees**
- Provide equal and open access to books, information and technology resources to promote a lifetime of reading and learning

- Benefits – Service Improvements**
- Improve security of CD/DVD items
  - Generate staff efficiencies



***Enterprise Point-of-Sales Project***

**Tracking #:** FY09-0032-PIF-FIN  
**Sponsor:** Troy Elliott  
**Business Partners:** All departments with point-of-sales functions

<b><u>Est. Total Project Cost</u></b>	<b><u>FY09 Budget Request</u></b>
\$2,000,000	\$140,426

<b><u>Return on Investment (%)</u></b>	<b><u>Return on Investment (\$)</u></b>
134%	\$2,680,000 per year

**Project Description:**  
Departments use a variety of non-SAP integrated software programs to manage sales. The City needs a more efficient way to service customers at point-of-sales locations and open up other channels to service customers via the web and other options. The project will identify an off-the-shelf product that increases accuracy and leverage COSA’s SAP investment, while supporting the organization’s various point-of-sale activities via cashiering and web-based sales. The funds requested represents "seed money" in order to investigate a proposed solution.

- Benefits – Residents, Visitors, and Employees**
- Improve accessibility to services and payment options such as Internet, self-serve kiosks, and pay-by telephone
  - Expand or enhance service channels to increase “business hours”
  - Reduce in-person wait times for customers using traditional walk-in services
  - Enable multiple payments to be processed in a single transaction with one receipt

- Benefits – Service Improvements**
- Minimize the time spent reconciling revenues
  - Enhance fiscal security and cash reporting
  - Provide better reports for management (for trends, revenues, etc.)
  - Enable the faster deposit of City funds to maximize interest received on those funds
  - Enable consistent account receivables processes and procedures across the organization