

**NOTICE OF PUBLIC MEETING
PHOENIX CITY COUNCIL
FINANCE, EFFICIENCY, ECONOMY AND SUSTAINABILITY SUBCOMMITTEE**

Pursuant to A.R.S. Section 38-431.02, notice is hereby given to the members of the **FINANCE, EFFICIENCY, ECONOMY AND SUSTAINABILITY SUBCOMMITTEE** and to the general public, that the **FINANCE, EFFICIENCY, ECONOMY AND SUSTAINABILITY SUBCOMMITTEE** will hold a meeting open to the public on **February 26, 2014, at 1:00 p.m. located in Phoenix City Hall, Assembly Rooms A, B & C, 200 W. Washington Street, Phoenix, Arizona.**

One or more members may participate via teleconference. Agenda items may be taken out of order.

The agenda for the meeting is as follows:

1.	Call to Order	Chairman Gates
2.	Approval of December 18, 2013 Minutes	Subcommittee
Items 3 – 6 are for information only. No presentations or discussions are planned, but Council Members may ask for further information.		
3.	<p>INNOVATION AND EFFICIENCY TASK FORCE UPDATE</p> <p>This report provides the Subcommittee a four year overview of the Innovation and Efficiency Task Force and an update as it begins its fifth year.</p> <p>This item is for Information Only.</p>	<p>Ginger Spencer, Special Assistant to the City Manager</p> <p>Chris Hallett, Neighborhood Services Director</p> <p>Page 11</p>
4.	<p>NONPROFIT FACILITY OPERATORS UPDATE</p> <p>This report provides the Subcommittee with an update on the Parks and Recreation Department (PRD) nonprofit operated facilities.</p> <p>This item is for Information Only.</p>	<p>James P. Burke, Acting Parks and Recreation Director</p> <p>Page 15</p>
5.	<p>2014 AIR QUALITY UPDATE</p> <p>This report provides the Subcommittee an update of the region's air quality status and the City's role in improving the regional air quality for particulates and ozone.</p> <p>This item is for Information Only.</p>	<p>Phil McNeely, Environmental Programs Manager</p> <p>Page 17</p>

6.	<p>IMPACT OF HEALTH CARE REFORM PROVISIONS ON CITY OF PHOENIX HEALTH INSURANCE COSTS</p> <p>This report provides information to the Subcommittee regarding the estimated financial impact of Health Care Reform provisions on the City of Phoenix health insurance costs.</p> <p>This item is for Information Only.</p>	<p>Lionel Lyons, Interim Human Resources Director</p> <p>Page 21</p>
<p>Item 7 is for Consent Action. No presentation or discussion is planned, but Council Members may ask for further information.</p>		
7.	<p>MARKETING PARTNERSHIP PROGRAM UPDATE AND CITYWIDE HEALTHY VENDING RFP</p> <p>This report provides an update on the Marketing Partnership Program and requests authorization to issue a Request for Proposals (RFP) for a Citywide Healthy Vending initiative.</p> <p>This item is for Consent Action.</p>	<p>Toni Maccarone, Public Information Director</p> <p>Page 25</p>
<p>Items 8 – 11 are for Discussion and Action.</p>		
8.	<p>FIVE-YEAR TECHNOLOGY PLAN</p> <p>This report provides the Subcommittee information on the Five-year Information Technology (IT) Plan.</p> <p>This item is for Discussion and Action by the Finance, Efficiency, Economy and Sustainability Subcommittee.</p>	<p>Rob Sweeney, Acting Chief Information Officer</p> <p>Page 27</p>
9.	<p>TECHNOLOGY SUMMIT</p> <p>This report seeks direction from the Subcommittee regarding a request from Councilman Nowakowski for the City to host a Technology Summit.</p> <p>This item is for Discussion and Action by the Finance, Efficiency, Economy and Sustainability Subcommittee.</p>	<p>Rob Sweeney, Acting Chief Information Officer</p> <p>Page 57</p>
10.	<p>OPEN DATA POLICY</p> <p>This report provides the Subcommittee information regarding the City's proposed Open Data strategy and requests approval for staff to create a formal Open Data Policy.</p> <p>This item is for Discussion and Action.</p>	<p>Rob Sweeney, Acting Chief Information Officer</p> <p>Page 59</p>

11.	<p>OPEN DATA AND SMART PHONE TRANSIT APPLICATIONS</p> <p>This report provides information to the Subcommittee on the Public Transit Department's efforts toward the release of real-time transit "open data" and potential development of smart phone transit applications.</p> <p>This item is for Discussion and Action.</p>	<p>Maria Hyatt, Interim Public Transit Director</p> <p>Page 61</p>
12.	<p>Call to the Public</p>	<p>Chairman Gates</p>
13.	<p>Future Agenda Items</p>	<p>Chairman Gates</p>
14.	<p>Adjournment</p>	<p>Chairman Gates</p>

For further information, please call Sam Feldman, Management Assistant II, City Manager's Office at 602-534-3916.

Persons paid to lobby on behalf of persons or organizations other than themselves shall register with the City Clerk prior to lobbying or within five business days thereafter, and must register annually to continue lobbying. If you have any questions about registration or whether or not you must register, please contact the City Clerk's Office at 602-262-6811.

For reasonable accommodations, call Sam Feldman at Voice/602-534-3916 or TTY/602-534-5500 as early as possible to coordinate needed arrangements.

February 20, 2014

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**CITY OF PHOENIX CITY COUNCIL
FINANCE, EFFICIENCY AND ECONOMY SUBCOMMITTEE
SUMMARY MINUTES
December 18, 2013**

Assembly Rooms A, B, and C
Phoenix City Hall
200 West Washington Street
Phoenix, AZ 85003

Council Members Present

Councilman Bill Gates, Chair
Councilman Daniel Valenzuela
Councilman Michael Nowakowski

City Staff Present

Ed Zuercher	Lorizelda Stoeller	Megan O'Brien
Patricia Garland	Neil Mann	Truly Sielaff
Dimitrios Laloudakis	Terry McAvoy	Jesse Duarte
Edith Baltierrez	Cindy Stotler	Huyen Nguyen
Kimberly Faust	Cynthia Spell Tweh	Rosanne Albright
Nathan Wright	Seth Dyson	Michelle Pierson
Yvette Roeder	Sandy Estrella	Wathsna Sayasane
Cheryl Griemsmann	Aubrey Anaya	Erynn Crowley
Mo Gallegos	Sam Feldman	Aaron Mertz

Public Present

Richard Rhea	Susan Kolbe	Richard Holub
Kendra Cea	Leslie Lindo	Raj Buch
Dan O'Neill	Bill Campbell	Ricardo Aguirre
Mark Wilhelm	Taimur Burki	Dan Klocke

1. Call to Order

Chairman Bill Gates called the meeting to order at 10:35 a.m. with Councilman Daniel Valenzuela and Councilman Michael Nowakowski present.

2. Approval of Minutes of the November 20, 2013 Meeting

Councilman Nowakowski moved approval of the November 20, 2013 meeting minutes. Councilman Valenzuela seconded the motion, which was approved unanimously.

3. Innovation and Efficiency Task Force – 2013 Savings Report

Chairman Gates noted the city's achievement of \$90 million in savings, with a goal of \$100 million to be achieved by December 2015.

4. ASU Global Institute of Sustainability Recommendations

Deputy City Manager Rick Naimark introduced Public Works Director Neil Mann to discuss a sustainability partnership effort with ASU.

Mr. Mann provided historical data of the city's solid waste diversion rate and discussed future goals. He mentioned several options for improving the rate, including "pay as you throw" solid waste fees, green organics programs, and changes to bulk trash collection.

Chairman Gates inquired about outreach efforts regarding these changes.

Mr. Mann indicated outreach efforts had already begun and would continue to expand over the next six months to one year.

Mr. Naimark noted pilot programs had so far been successful.

Mr. Mann explained these efforts would get the city closer to its diversion rate goal, but that additional infrastructure investment would be required to fully achieve it.

Assistant Public Works Director John Trujillo discussed a proposed intergovernmental agreement (IGA) with ASU to help the city meet its diversion rate goal. He noted the IGA would create a Center for Resources Intelligence (CfRI) to help develop regional waste reduction methods. He also noted the effort would include the private sector as well as other jurisdictions.

Chairman Gates asked for further information on private sector involvement.

Mr. Trujillo provided examples of several companies involved in the effort. He also discussed other goals of the center, such as education and entrepreneurship development.

Chairman Gates noted the importance of ensuring intellectual property interests related any technological innovations developed by the city were protected.

Mr. Trujillo expanded on the entrepreneurship goal, discussing the goal of creating new markets for recyclables and helping to create new waste diversion business opportunities. He also discussed the financial impact of the effort and indicated the project should be financially viable by year four.

Chairman Gates asked how much funding the city would contribute.

Mr. Trujillo stated the city would contribute \$2 million. He requested subcommittee approval of the IGA with ASU, noting the cost to the city would not exceed \$500,000 in the first year and \$2 million overall.

Mr. Naimark added city funding would come from the Solid Waste fund, and that no rate increase would be necessary.

Councilman Nowakowski noted the city's diversion rate was lower than average and asked for additional information.

Mr. Mann explained rates varied across the country. He indicated that in the Southwest it was often cheaper to create a landfill, which reduces the incentive to recycle. He

added efforts to increase the single family recycle rate have been successful and that staff would continue to work with the private sector to improve their diversion rate.

Mr. Naimark noted the city's goal of a 40% diversion rate would exceed the national average. He also noted the rate applied only to single family homes, not commercial entities, making comparisons to other jurisdictions difficult.

Councilman Nowakowski asked about changes to the bulk trash program and their financial impact.

Mr. Trujillo explained the changes were mainly operational and were not expected to have a significant financial impact.

Councilman Valenzuela asked for more information about the entrepreneurship component of the CfRI.

Mr. Trujillo stated ASU would operate the center and use their expertise to help spur research and development.

Mr. Naimark indicated an entrepreneurship incubator was a goal and expressed hope the center would benefit small businesses in the area. He added the ultimate goal was to help create a sustainable economy.

Chairman Gates opened the floor for public comment.

Mr. Richard Holub spoke in support of the IGA, noting the economic benefits of improving the diversion rate. He indicated the CfRI could be an important resource for economic development and affirmed the benefits of regional collaboration on this issue.

Mr. Ricardo Aguirre expressed support for the CfRI, including its potential to advance technology and promote economic development.

Mr. Mark Wilhelm thanked the city for its focus on the research and deployment of sustainability technology and noted its impact on economic development.

Mr. Taimur Burki expressed support for the effort to pool knowledge to create solutions and deploy them.

Councilman Nowakowski moved approval of staff's request to enter into an IGA with ASU for a one-year period, for an amount not to exceed \$500,000, with up to three additional option years. The aggregate cost over the life of the contract will not exceed \$2 million.

Councilman Valenzuela seconded the motion, which passed unanimously.

5. 2012 Greenhouse Gas Emissions Update

Rick Naimark introduced Environmental Programs Director Phil McNeely to provide an update on greenhouse gas reductions.

Mr. McNeely detailed the history of city emission levels as well as the previous establishment of emission reduction goals. He also discussed a 2012 IGA with ASU to help ensure the city remained on target with its reduction goals.

Chairman Gates asked whether the city was able to measure what type of electricity it received from providers.

Mr. McNeely stated they were able to differentiate between sources of electricity and that the city benefitted from increased use of renewable electricity. He emphasized current data shows the city has reduced its greenhouse gas emissions beyond its initial goals and continues to work to reduce them further. He provided additional detail on the reasons for decreased emissions, including alternative fuel use, LED lighting, and other technologies.

Councilman Nowakowski inquired into the utilization of methane gas from landfills.

Mr. McNeely indicated this was a goal and that staff was working on it. He then recommended increasing the emission reduction goal to a 15%. He also suggested a regional inventory of greenhouse gas emissions be completed.

Councilman Nowakowski asked how data was compiled regarding light rail and bus ridership.

Mr. Naimark noted city employees fare cards provide utilization data, which is provided by Valley Metro. He also noted an annual trip reduction survey was conducted, and that data would be available for the new bike share program.

Chairman Gates expressed support for the new goal and emphasized its ability to reduce costs, increase savings, and benefit the taxpayer.

Councilman Nowakowski moved approval of staff's recommendation to reduce greenhouse gas emissions by 15 percent by 2015 from 2005 levels, and to coordinate a regional emissions inventory, including residential, commercial, and industrial sources.

6. Economic Development Strategy Update

Mr. Zuercher discussed the importance of the city's economic development strategy and noted several key metrics such as college graduation rates and per capita income. He indicated that for a sales-tax dependent city like Phoenix, economic development was especially important.

Senior Executive Assistant to the City Manager Paul Blue detailed the objectives of the city's economic development strategy and provided a brief history of economic development in the city. He also discussed several competitive challenges the city now faces which may not have existed in the past. He emphasized the importance of taking steps to keep the city competitive with neighboring cities in attracting business investment.

Community and Economic Development Director John Chan discussed specific actions to enhance the city's competitive position. These included infrastructure investment and

land use planning, job training resources, entrepreneurship cultivation, redevelopment of strategic site locations, and new marketing strategies for Phoenix.

Chairman Gates noted the importance of infrastructure improvements to help attract data center business investment.

Councilman Nowakowski discussed several potential redevelopment areas, including Metrocenter, Sunnyslope, the airport, and the Salt River area. He also expressed support for actively pursuing business investment.

Mr. Blue stated a desire for \$10-15 million in investment, including an alignment of the investment foci with the city's CIP. He proposed to return in 90 days with a detailed work program.

Councilman Valenzuela expressed support for the initiative, emphasizing the importance of entrepreneurship development.

Councilman Nowakowski expressed support and encouraged a focus on return on investment.

Chairman Gates noted the importance of infrastructure investment to ensure the city does not lose out on businesses locating here.

Councilman Nowakowski moved approval of staff's recommendation. Councilman Valenzuela seconded the motion, which passed unanimously.

7. Approval to Issue RFP for Rising Phoenix Summer Youth Employment Program

Councilman Nowakowski moved approval of staff's request to issue the "Rising Phoenix Youth Summer Youth Employment Program" Request for Proposal (RFP) and any related subsequent information as needed and begin negotiation with recommended proposer.

Councilman Valenzuela seconded the motion, which was approved unanimously.

8. Energize Phoenix Initiative Update

This item was not held for a future meeting.

9. Inspections Smart Phone Pilot Program

This item was held for a future meeting.

10. Call to the Public

Mr. Pat Vint discussed the importance of small businesses, as well as a quality city workforce.

11. Future Agenda Items

Chairman Gates requested an update on No Burn days and efforts to educate the public.

12. Adjournment

Chairman Gates adjourned the meeting at 12:11 PM

Respectfully Submitted,

Aaron Mertz
Budget and Research Department

CITY COUNCIL REPORT

TO: Ed Zuercher
City Manager

FROM: Ginger Spencer
Special Assistant to the City
Manager/Co-Chair, Innovation &
Efficiency Task Force

Chris Hallett
Neighborhood Services Director/
Co-Chair, Innovation & Efficiency
Task Force

SUBJECT: INNOVATION AND EFFICIENCY TASK FORCE UPDATE

This report provides the City Council Finance, Efficiency, Economy and Sustainability (FEES) Subcommittee a four year overview of the Innovation and Efficiency Task Force and an update as it begins its fifth year. This report is for information and discussion only; no Council action is required.

Four Year Overview of the Innovation & Efficiency Task Force

The Innovation & Efficiency Task Force was established in December 2009 with the charge of identifying specific recommendations for efficiency improvements, examining alternative service delivery methods, identifying organizational structure efficiencies, addressing cost recovery and revenue enhancement opportunities, and ensuring the city's continuing focus on customer service.

The first year goal of the Task Force was to achieve \$10 million in General Fund savings as a minimum target for reducing the city's operating budget for 2009-10 and 2010-11 fiscal years. In its first two years, the Task Force collaborated with every city department to identify specific improvements and cost saving initiatives that resulted in immediate, ongoing savings to the city. Areas of savings and efficiencies included: numerous department and program consolidations; eliminating 546 vacant general fund positions resulting in the lowest staffing per capita in 40 years; reopening of the Customer Advocacy Office; improving processes like the City's procurement process, eliminating certain permits for small jobs and repairs and same day solid waste collection; improving technology like offering online permitting, a new facebook page for the City, the development of the e-Tax application allowing tax payments to be collected electronically and PHX 11 streaming live; creating the Citywide Volunteer Program and initiating the Public Safety and Water Department efficiency studies and the Compensation and Benefits Study. In addition, more than 1,100 ideas were proposed

by employees through a website suggestion program that launched in February 2010. By calendar year end 2010, the Task Force exceeded the ten million dollar goal and reported \$25 million in total savings, achieving \$10,619,000 in General Fund savings and \$14,442,000 in Non-General Fund savings. By calendar year end 2011, the Task Force made significant contributions resulting in over \$40 million of on-going annual savings for the General Fund, while enhancing the City's delivery of services.

Heading into its third year in 2012, the Task Force strategically prioritized its revised set of goals, established key focus areas, modified its work groups and was charged with continuing to develop innovation and efficiency measures. In 2012, the Task Force and its work groups recommended that the city implement strategic actions requiring initial capital investments that would enhance long-term productivity and provide a multi-year return on investment particularly with technology. Technology initiatives like infrastructure consolidation and virtualization, a vendor management system and the development of a mobile application for the Phoenix.gov website were focused on during 2012. The use of regional public partnerships was a new area of focus for the task force and will provide an excellent opportunity to broaden resource-sharing and economies of scale by working with external organizations. Right-sourcing initiatives continued to identify the best possible means of service provision to the community. Citywide outsourcing levels in 2011-12 totaled approximately \$477 million in services in more than 340 service areas. From 2005-06 to 2011-12, the level of services outsourced expanded by \$133 million or 38.6%. Also, during 2012, city communications were enhanced several ways, which included expanding the use of social media as an effective and low-cost tool for public engagement, transparency, and accessibility and the other by enhancing the Phoenix.gov website. By calendar year end 2012, the Task Force generated \$59.7 million in annual savings; \$20.8 million to the General Fund and \$38.9 million to the Non-General Fund and showed that the task force continued to be critical to the City's strengthened fiscal health, structurally balanced budget, and continued AAA bond rating.

Before calendar year end 2012, a new savings goal of \$100 million to be achieved was established by December 2015 to further demonstrate the city's continued commitment to innovation and efficiency.

While in its fourth year, the Task Force refocused its work groups and continued to work closely with city departments and staff to research and explore solutions to continue to improve efficiency and service which included:

- the sale of excess city-owned property;
- Phoenix.gov refresh project;
- Municipal Court efficiencies;
- consolidated citywide helpdesk project;
- e-Banking services;
- 24X7 Initiative; and
- Parks and Recreation Department water efficiencies.

By June 2013, the Task Force had generated over \$76 million in cost savings. The Fiscal Year 2013-14 Operating Budget approved by the City Council included additional expected savings of \$5.3 million, bringing the savings to \$82 million through fiscal year

2013-14. Of the \$82 million reported in savings, \$12.9 million was attributed to savings achieved through the three previous annual Organizational Review processes (2010 - \$6.4 million, 2011 - \$3.5 million, 2012 - \$3.0 million). Fourth year Organizational Review savings for 2013 were approximately \$7.3 million. The City of Phoenix also received the 2013 Alliance for Innovation “Outstanding Achievement in Local Government Award” for the Organizational Review process.

By calendar year end 2013, it was reported to the City Council that the Task Force had reached \$90.7 million in annual savings; \$39.8 million to the General Fund and \$50.9 million to non-General funds. The changes recommended by the Task Force and approved by the City Council have helped reduce costs substantially while maintaining or enhancing the City’s delivery of services. The current goal is to achieve \$100 million in savings by December 2015.

Task Force Update

After serving for more than four years on the Task Force, the private sector members continue to be committed to the City’s initiative. The private sector members possess skill sets, expertise and knowledge of city operations, which uniquely positions them to provide excellent input and creditable recommendations. See Attachment 1 for the list of the private sector members of the Task Force. Moving forward, the Task Force will be more focused on specific issues needing thoughtful discussion, strategic approaches, and creative solutions. Over the next several months, the Task Force will be working closely with Parks, Street Transportation and the Public Works Departments to address the maintenance issues of citywide parks and streets landscaping and building maintenance.

Over the last four years, the Task Force has made significant contributions because of the leadership of the Mayor and City Council, the Finance, Efficiency, Economy and Sustainability Subcommittee, and the ongoing diligence of many dedicated individuals both staff and community representatives that have served on the Task Force. Moving forward in its new direction, the Task Force will provide ongoing reports to the Finance, Efficiency, Economy and Sustainability Subcommittee on the progress of its efforts.

RECOMMENDATION

This report is for information and discussion only; no Council action is required.

Attachment 1

INNOVATION AND EFFICIENCY TASK FORCE MEMBERS

Private Sector Community Leaders

Bill Barquin

*Chief Operations Officer
Radio Campesina*

Mark Dobbins

*Sr. Vice President
SUMCO Phoenix Corporation*

Sara Fluery *(appointed 2014)*

*President
BJC Public Relations*

Don Hamill

Roger Peck

*President
Peck & Associates*

Richard Rea

*Principal
Adobe Business Consulting and Financial Services*

Diane Scherer

*Chief Executive Officer
Phoenix Association of Realtors*

Martin Shultz

*Senior Policy Director
Brownstein Hyatt Farber Schreck, LLP*

William Smith

David Tierney

*Attorney
Sacks Tierney, P.A.*

CITY COUNCIL REPORT

TO: James P. Burke, Acting Parks and
Recreation Director

FROM: Ann Wheat, Acting Deputy Director
Downtown Division

SUBJECT: NONPROFIT FACILITY OPERATORS UPDATE

This report provides the Finance, Efficiency, Economy and Sustainability Subcommittee with an update on the Parks and Recreation Department (PRD) nonprofit operated facilities.

ISSUE

Beginning in 2012, PRD operating agreements have required nonprofit facility operators to submit quarterly reports demonstrating their progress fulfilling service delivery levels outlined within their operating agreements. Reported information includes: number of participants served, total hours of services provided, types of activities provided, volunteer service, facility usage by outside sources, highlights and challenges.

DISCUSSION

For fiscal year 2012-13, 14 nonprofit operators submitted quarterly reports, including ten nonprofits selected through the RFP process for shuttered facilities and four of the Department's longstanding affiliated nonprofit operators: Japanese Friendship Garden, Irish Cultural Center, Shemer Art Center and Museum, and Heritage Park Guild. These long-term operators voluntarily agreed to participate in the quarterly and annual reporting process to help PRD develop a more accurate picture of the considerable value its nonprofit partners bring to the community.

Third Quarter Trends

A comparison of quarterly reporting from April-June 2012 to April-June 2013 showed the following trends:

- Total user visits for the quarter increased from approximately 32,000 to 46,000
- Total hours of services provided increased from approximately 81,000 to over 91,000
- Average length of user experience decreased from 2.5 to 2.0 hours
- Volunteer participation decreased from approximately 875 to 700
- Total volunteer hours decreased from approximately 16,000 to 12,000
- Value of volunteer service decreased from approximately \$320,000 to \$240,000

Annual Trends

During Fiscal Year 2012/13, nonprofit operators reported providing a total of 555,609 hours of public services for Phoenix residents. Services included visual and performing arts classes, sports, afterschool and general recreation activities, academic support,

teen programs, special events and festivals, environmental education, guided hikes, mountain rescue training, arts and cultural programs and exhibits, and equestrian activities. Additionally, a total of 4,258 volunteers provided 65,350 volunteer hours valued at approximately \$1,274,985.

Achievements for the fiscal year included the following:

- In spite of current economic challenges, all but one of the nonprofit operators selected through the RFP process are still successfully operating PRD shuttered facilities. In December 2013, 100 Black Men of Phoenix, the nonprofit operator of South Phoenix Youth Center, gave notice to terminate its agreement due to insufficient resources to cover operating expenses.
- Tovrea Carraro Society at Tovrea Castle added an additional tour day for which tickets sold quickly. Docent and volunteer training and recruitment was expanded to help meet demand, and the Board of Directors submitted a comprehensive business plan for Tovrea's operation.
- Phoenix Center for the Arts increased class enrollment by 110% and offered the first Phoenix Festival for the Arts, at Margaret T. Hance Park, with more than 10,000 attendees.
- Victoria Foundation at Grant Park, Phoenix Day at Central Park, and Downtown Urban Community Kids at Smith Park continued offering afterschool programming that provided structure and safety to school age youth.
- North Mountain Visitor Center expanded services to include Girl Scout programs, Wilderness EMT certification trainings, and launched an outdoor music festival.
- An operating agreement for Camp Colley was completed with Arizona Parks and Recreation Fellowship, a 501(c)(3) nonprofit organization, to assume program responsibilities, with Camp Colley Foundation continuing its commitment to raising funds for camp operations and capital improvements.
- All facilities noted that PRD was helpful in resolving facility issues in a timely manner.

Operators reported several challenges, the most common being difficulty identifying funding sources to meet operating costs. As part of its quarterly nonprofit operators meetings, in June 2013, the Department offered a free collaborative fundraising workshop conducted by a Certified Fundraising Professional, for all nonprofit operators. The workshop was well received and a number of arts and cultural organizations have begun planning their first festival at Margaret T. Hance Park. Lastly, in an effort to streamline reporting for the nonprofits, staff created an online report template. The transition has gone fairly smoothly and staff continues to refine the process to ensure that consistent and accurate information is reported.

RECOMMENDATION

This report is for information only.

CITY COUNCIL REPORT

TO: Rick Naimark
Deputy City Manager

FROM: Phil McNeely
Environmental Programs Manager

SUBJECT: 2014 AIR QUALITY UPDATE

This report provides the Finance, Efficiency, Economy and Sustainability Subcommittee an update of the region's air quality status and the City's role in improving the regional air quality for particulates and ozone.

THE ISSUE

The Maricopa County region currently records elevated, and at times unhealthy levels, of three pollutants: ozone, coarse particulate (PM₁₀, or particulate 10 microns or less in diameter), and fine particulate (PM_{2.5}, or particulate 2.5 microns or less in diameter). As a result of historical levels found to be above the federal health standard, the Environmental Protection Agency has classified the region as "not attaining" the standard for ozone and PM₁₀. For PM_{2.5}, the region currently attains the standard, despite several days of unhealthy levels during the end-of-year holidays.

Ozone

Ozone pollution is a summer phenomenon that occurs when combustion sources, such as vehicle exhaust and power plant emissions, combine with other industrial compounds and are exposed to the hot summer sun. Ozone is a severe respiratory irritant that can damage lung tissue while aggravating respiratory diseases and can make people more susceptible to respiratory infections.

Regional programs, such as clean vehicle fuels, vehicle emissions inspections, and vapor recovery systems at fueling stations and fuel storage facilities have been successful at reducing ozone levels in the Valley. While average concentrations of ozone have declined over the last ten years, levels since 2009 have started to increase slightly, most likely due to a combination of weather conditions and general growth in sources. In 2013, ozone levels violated the standard at half of the 20 sites that monitor ozone in the Valley. If EPA, based on health risk information, is successful with its current proposal to strengthen the federal ozone health standard, reduction efforts will become significantly more challenging. EPA has not yet determined where it intends to set the proposed standard.

While there is no formal City ozone program, Phoenix helps reduce ozone generation by supporting the expansion of the light rail and transit systems. Phoenix also conducts extensive outreach through newsletters and media to both the public and staff on the importance of using greener products, and notification to employees of predicted High

Pollution Advisories so they can make arrangements to use carpool, bus or other alternative commuting to reduce tailpipe emissions.

Particulate Matter (PM-10)

Coarse particulate concentrations that exceed the federal health standard in the Valley are a result of two weather patterns, dust storms and winter stagnation when too little air movement exists to disperse pollutants. In recent years, the Maricopa County Air Quality Department (MCAQD) has been successful through its dust control efforts at minimizing the dust problem during winter stagnation periods. However, dust storms due to high wind events continue to be a problem.

The Clean Air Act (the Act) and EPA address and provide allowances for dust storms in their Exceptional Events Rule. These rules do not count elevated dust concentrations that exceed health standards if the weather conditions are beyond the control of local reduction efforts. In July 2013, EPA agreed to approve 17 of the 18 Exceptional Events packages addressing local dust storms submitted by the Arizona Department of Environmental Quality (ADEQ). This action cleared the way for an EPA determination that the region had attained the PM₁₀ standard. In January 2014, EPA proposed to approve the region's air quality plan and confirm that the area has met the federal PM₁₀ health standard leading to our region securing the clean air "in attainment" status from EPA for PM₁₀. EPA's final approval and determination is expected later this year after the close of the public comment period.

The City has historically been very active in contributing to the regional dust control effort. City properties are routinely inspected by Office of Environmental Programs (OEP), and the Aviation, Neighborhood Services and other departments to ensure they are compliant with County dust stabilization standards. OEP partnered with the MCAQD to provide certified dust control training to over 200 City employees last year. Over the last ten years, OEP and the Street Transportation Department have spent over \$22 million in dust control efforts, including removing dumping, cleaning and stabilizing 12 acres of the Salt River bank, and dust proofing alleys, shoulders and other rights-of way.

In 2011, the Dust Reduction Task Force was established to improve dust control preparations through better city-wide communication and coordination. As part of the Task Force recommendations, the outreach effort included the production of three training videos, distribution of more than 7,500 brochures and more than 25 presentations. OEP is charged with notifying appropriate department staff when high winds are predicted so formal dust control procedures and precautions are implemented. Outreach efforts now include air quality and dust control presentations in the Phoenix Afterschool Centers (PAC) Program with a train-the-trainer element to ensure the program will continue.

Particulate Matter (PM-2.5 or soot)

Fine particulate or PM_{2.5} (soot) is extremely small and is caused locally by wood smoke from fireplace and outdoor recreational wood burning. The level of these activities increase dramatically during the end-of-year holidays (Thanksgiving through New

Year's Day) and cause poor air quality that exceeds the federal health standard. Soot can travel deep into the lungs and even directly into the bloodstream where it can damage the respiratory and cardiovascular systems. It is problematic for our most sensitive populations, including the young and elderly and those with pre-existing respiratory conditions including asthma.

In an attempt to reduce recreational burning this winter, MCAQD significantly increased its outreach efforts with a kick off news conference on December 12, and expanding the message onto billboards, radio and television. Phoenix supported the County's effort with its own outreach internally to City staff by use of internal newsletters, broadcast emails of No-Burn Days, and news stories on the City's Inside Phoenix webpage. Externally, Phoenix conducted outreach through the PAC program, Channel 11 news stories, interviews, and the Neighborhood Services Department newsletter.

RECOMMENDATION

This report is for information and discussion only. No action is required.

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CITY COUNCIL REPORT

TO: Ed Zuercher
City Manager

FROM: Lionel Lyons
Interim Human Resources Director

SUBJECT: IMPACT OF HEALTH CARE REFORM PROVISIONS ON CITY OF
PHOENIX HEALTH INSURANCE COSTS

This report provides information to the Finance, Efficiency, Economy and Sustainability Subcommittee regarding the estimated financial impact of Health Care Reform provisions on the City of Phoenix health insurance costs.

THE ISSUE

To assess the impact of the Patient Protection and Affordable Care Act (ACA), enacted in March 2010, on the City's insurance coverage and associated costs, staff worked with contracted benefits consulting firm actuaries and consultants. Impacts from the ACA started soon after enactment and provisions will continue to be implemented until at least 2020. **Attachment 1** shows a timeline of health care reform implementation.

ACA has required the following changes to the City's medical insurance plans:

- Dependents up to age 26 must be covered with limited exceptions.
- Other mandatory benefit changes also affected plan costs, including full coverage for preventative services, no annual limits, and no exclusions for pre-existing conditions.
- Recommended preventative health services for women are required, usually without cost-sharing, effective January 1, 2012.
- New fees were added, including a reinsurance fee of \$63 per member in 2014 imposed on insurers and third-party administrators. In addition, a fee of \$1 per plan member for 2013 and \$2 for 2014, and indexed after that until it sunsets in 2019, was assessed to fund the Patient Centered Outcomes Research Trust Fund.
- Specific processes must be followed for both internal claims and external appeals to ensure ACA compliance, effective January 1, 2012.
- Summary of benefits and coverage must be prepared and distributed, along with a glossary of terms, beginning as early as September 23, 2012.
- W-2s must include the cost of employer-sponsored health insurance coverage for informational purposes, effective with 2012 Form W-2s issued in January 2013.

For the plan year that began on January 1, 2014, the needed increase for medical insurance coverage for employees was 4.0 percent of which 1.2 percent was a result of Health Care Reform provisions. The financial impact of this 1.2 percent was just over \$2 million dollars and is paid out of the Health Care Benefits Trust Fund.

RECOMMENDATION

This report is provided for information only.

Attachment 1

Health Care Reform timeline

Health care reform timeline for employer group health plans

- Uniform summary of benefits and coverage (SBC) – first required for open enrollment periods beginning on/after September 23, 2012
- Form W-2 reporting of health coverage value begins
- *Self-funded plans must have external appeal contracts with 3 or more independent review organizations*
- ERFP funds exhausted
- Plans may begin to receive medical loss ratio (MLR) rebates

- Health Care FSA salary reduction contributions capped at \$2,500
- Retiree drug subsidy deduction ends
- *Additional preventive services for women must be covered at 100%*
- Comparative effectiveness research tax fees must be paid
- Medicare Hospital Insurance tax increased for high income filers
- Medicare tax applies to investment income of high income filers
- Excise tax on medical device manufacturers
- Employer notice of state insurance exchanges and premium credits
- 60-day advance notice of mid-year changes (Notice of Material Modification) required

Selected provisions for calendar-year plans – note effective dates may vary for non-calendar year plans

40% excise tax on high-cost insurance (Cadillac tax) established



- Annual dollar limits prohibited on essential health benefits
- Pre-existing condition exclusions prohibited for all enrollees
- Child coverage to 26 even if eligible for other coverage
- Waiting periods over 90 days prohibited
- *Coverage of routine patient costs in connection with clinical trials*
- *Out of pocket limits capped; Must include deductibles and copays; One year transition relief for carve-out benefits*
- *Plans may not discriminate against providers with respect to plan participation*
- Auto enrollment required (effective date delayed)
- Individual "shared responsibility" provisions effective
- State health insurance exchanges established
- Low income premium tax credit available for Exchange coverage
- HIPAA wellness incentive limits increased to 30% (50% for tobacco cessation)
- Transitional reinsurance program begins

Employer "shared responsibility" provisions effective

Employer and insurer reporting in early 2016 for health insurance coverage provided in 2015

States may open insurance exchanges to large employers

Part D "donut hole" filled

Provisions in *blue italics* only apply to new plans or plans that have lost grandfathered status.

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Rev 7/11/2013

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CITY COUNCIL REPORT

TO: Danny Murphy
Acting Assisting City Manager

FROM: Toni Maccarone
Public Information Director

SUBJECT: MARKETING PARTNERSHIP PROGRAM UPDATE AND CITYWIDE
HEALTHY VENDING REQUEST FOR PROPOSALS

This report provides an update on the Marketing Partnership Program and requests authorization to issue a Request for Proposals (RFP) for a Citywide Healthy Vending initiative.

THE ISSUE

Nationally, some cities have studied and implemented municipal marketing strategies for their communities. San Diego, Dallas, Chicago and New York are examples that have generated millions of dollars through various marketing partnerships with businesses. The city of Phoenix recognizes the potential economic benefits of exploring new revenue-generating strategies, and in 2010 launched the city's Marketing Partnership Program.

The goals of the city's Marketing Partnership Program are to generate revenue for the city's General Fund through innovative programs and develop mutually beneficial business partnerships. The Public Information Office leads the program, coordinating a multi-departmental committee of staff members.

Prescription Drug Discount Card Program

The first successful program is the Prescription Drug Discount Card program, which has generated more than \$230,000 for the General Fund and saved residents more than \$13 million in prescription drug costs in three years.

Service Line Protection Program

The second successful partnership is the Service Line Protection Program, an optional warranty program for residential sewer and/or water lines. Since launching in Fall 2012, this program has assisted more than 1,000 residents with repairs, and generated nearly \$560,000 for the city's General Fund. Business partner SLWA sends letters to homeowners twice a year, with the spring campaign letters going out in mid-February.

Overall, the Marketing Partnership Program has generated nearly \$800,000 for the General Fund since inception, with no cost to the city.

OTHER INFORMATION

In 2012, the Marketing Partnership Program team began researching the possibility of a Citywide Healthy Vending initiative. This initiative would provide: (1) healthy vending

choices for patrons and employees that mirror Maricopa County's Healthy Vending Guidelines, (2) beverage, snack, and limited non-alcoholic beverage pouring rights opportunities for vendors in the business community, (3) the opportunity for greater consistency in the way the city's vending opportunities are managed, (4) potential recycling opportunities through vending machine innovations and partnership programs, and (5) potential revenue to the city.

The Request for Proposals would include 300+ beverage and snack vending machines located throughout the city at various city facilities. This includes machines that are open to the public, as well as machines available to the 13,000 city employees. Non-alcoholic beverage pouring rights also will be an option in the RFP at approximately six golf courses, four sports complexes, and two cafeterias, with more than 50 beverage taps total.

The RFP criteria the evaluation panel will consider include the following:

Revenue to the City: (0-400 points)

Qualifications & Experience of Firm, Particularly with Healthy Vending Initiatives: (0-300 points)

Customer Service and Business Plan: (0-300 points)

TOTAL: 1,000 points

RECOMMENDATION

This report provides an update on the Marketing Partnership Program and requests authorization to issue a Request for Proposals (RFP) for a Citywide Healthy Vending initiative.

CITY COUNCIL REPORT

TO: Danny Murphy
Acting Assistant City Manager

FROM: Rob Sweeney
Acting Chief Information Officer

SUBJECT: FIVE-YEAR INFORMATION TECHNOLOGY PLAN

This report provides the Finance, Efficiency, Economy and Sustainability Subcommittee information on the Five-year Information Technology (IT) Plan.

THE ISSUE

The City's mission is providing excellent services to the public, and technology has become fundamental to that goal. Technology offers faster, more efficient and secure services, and creates new means for residents and businesses to communicate, interact, and conduct business with the City. Technology enhances employee productivity and reduces operating costs. Current initiatives, such as online permitting, provide speed and efficiency to businesses, while mobile technology allows residents to easily report graffiti in their neighborhoods.

Future technology advancements rely on a plan to support, renew and replenish the City's infrastructure. The Innovation and Efficiency Task Force advocated moving forward with multiple technology projects to deliver significant efficiency gains.

Additionally, in 2013 the City Manager, working closely with Vice Mayor Gates and the Finance, Efficiency and Economy Subcommittee, created the Task Force on Technology Advancement to involve leaders in business, technology, academia and other government agencies in the development of the City's IT Plan. Information Technology Services worked with these groups in developing the plan, and also collaborated with City departments to identify their most critical technology needs. The Task Force on Technology Advancement supports the proposed plan, and it has also been approved by the City's IT Governance Board, an executive-level body chaired by the Acting City Manager. The plan represents the most critical technology needs of the City over the next five years.

OTHER INFORMATION

In recent years, as the City addressed significant budget shortfalls, General Fund technology investments declined. The refresh cycle of technology infrastructure, such as network components that connect the City's computers to each other, was delayed in order to address other pressing needs of the City. The City's average general fund spend on hardware and software assets over the last ten years has been approximately \$3.6 million per year.

The City now faces the challenge that 85% of the City's network infrastructure is approaching end-of-life, and replacement parts will no longer be made available by the vendors.

The most critical proposals in the attached Five-year IT Plan are infrastructure, such as the data network, telephone system, and radio communication. These are projects which are necessary to run the City's business, or to "keep the lights on." However, the projects in the plan will not simply replace current technologies with similar ones. Rather, replacement technologies, existing in both private and public clouds, offer newer capabilities, greater efficiency, and more potential for transformational changes. While the projects in the plan are necessary to keep the systems viable, support public safety communication, and address risks to the City, they will also provide greater employee efficiency, mobile technologies for staff and residents, and a platform to expand capabilities for services to the public.

RECOMMENDATION

This report is for information and discussion. Staff requests the Finance, Efficiency, Economy and Sustainability Subcommittee review and discuss the Five-year IT Plan (Attachment A). Based on feedback, staff will return to the Subcommittee and Council with a proposed schedule and funding alternatives.

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
1	Upgrade the City's Computing Network and Replace the End-of-life Telephone System	Unified Communications Project - The city's telephony network will no longer be supported by the manufacturer as of June 2015. Additionally, 85% of our data/computer network equipment is at or nearing end-of-life support by the manufacturer. The project is to upgrade our existing data/computer network to allow for the deployment of a Voice Over IP solution to replace our existing telephony platform.	17,200,000	35,600,000	21,360,000	Critical	Tech Infrastructure
2	Replace Servers in Municipal Court that Authenticate Users	Replace two aging Dell servers used as domain controllers for the Court. The service end dates for the servers are 6/3/2015 and 7/18/2015 respectively.	30,000	30,000	-	Critical	Tech Infrastructure
3	Replace the North Mountain Radio Communications Tower and Repair Access Road	The North Mtn. radio communications site is a vital hub in central Phoenix serving the Regional Wireless Cooperative, Fire VHF (used by Automatic Aid partners), SCADA (Water process control), city's data and telephone system networks, and outside agencies. Due to growth and increasingly restrictive regulations, the towers at this site must be replaced. The access road is in desperate need of repair and must also be replaced to support normal and construction traffic for the tower replacement.	5,300,000	7,200,000	5,040,000	Critical	Tech Infrastructure
4	Replace the Fire Department's Computer-Aided Dispatch system (911 System)	Fire CAD Replacement - Replace an aging, critical piece of public safety infrastructure to ensure continuity of services for citizens calling 911 and the dispatch/communications process.	8,368,334	15,476,500	7,738,250	Critical	Public Safety

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
5	Upgrade the Microwave Network Infrastructure, which Supports Fire, Police, and Municipal Voice and Data Communication	Microwave Network Infrastructure Upgrade - Five Year Plan. The City's microwave network is in need of upgrade as many of its aging components are already out of support and many more are going out of support within the next few years. This critical infrastructure must be upgraded to keep vital fire, police and municipal voice and data functions operational throughout the metropolitan region.	1,196,000	5,734,000	4,013,800	Critical	Tech Infrastructure
6	Acquire Employee Productivity Tools, including Standard Office Software, Collaboration Software, and Email	Citywide Productivity Suite Acquisition, to include Collaboration and Email solution for the Enterprise. 44% of Office software is unsupported and presents security risks. Standardization will bring efficiencies in how city staff operates internally and externally. The project will eliminate Lotus Notes.	7,000,000	12,500,000	7,500,000	Critical	End User Tools
7	Upgrade the Interface on Fire Department's EKG Units to Allow Newer Mobile Devices to Transmit Emergency EKG Information	Philips EKG cellular upgrade. Current Philips EKG units use obsolete cell phones that vendors have stopped manufacturing. The Philips EKG units can not use modern smartphones. This funding request will upgrade the Philips units with a cellular adaptor that replaces the obsolete cell phones and allows for a more consistent delivery of service.	355,000	639,000	639,000	Critical	Public Safety
8	Expand Data Storage Capability	Expand the Enterprise Commvault Data Backup Solution to meet the City's increased demand for data backup and off-site tape storage services. Failure to fund will jeopardize the ability to perform backup of data.	263,965	410,895	246,537	Critical	Tech Infrastructure

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
9	Increase System Security by Improving Management of User Access Rights.	Year 1 - Initiate Study for enterprise strategy; future years are to acquire and deploy product solution. Meets Audit finding recommendations and good security practices.	75,000	1,675,000	1,005,000	Critical	Info Tech Security
10	Rewrite Three Human Resource Applications in the Police Department	Address audit findings regarding the remaining three HR-based applications being operated in Police. The goal is to roll functionality into an enterprise time and labor system, once acquired (see Rank #33).	600,000	600,000	600,000	Critical	Public Safety
11	Implement a Mobile Device Management Solution to Increase the Security of the Deployment of Mobile Devices for Employees	Citywide deployment of Mobile Device Management (MDM) software services. Solution must provide comprehensive enterprise capabilities to manage and secure iOS, Android and Windows Phone devices, throughout the entire lifecycle - from enrollment to configuration security, monitoring, application management, support, and decommission. A lack of centralized tool to manage mobile devices connecting to city resources presents significant security risks to the city.	262,500	2,025,000	1,215,000	Critical	Info Tech Security
12	Deploy Technology Infrastructure to the New City Emergency Operations Center (EOC)	The New City Emergency Operations Center (EOC) Technology Project - Phase 1 will create a communication information sharing environment among City, regional, State, tribal, and federal partners during small and large scale incidents and events. Additionally this project will begin to bring the City up to EOC standards at the regional, State, and federal levels.	250,000	450,000	450,000	Critical	Public Safety

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
13	Replace Aging Election Application Servers	This request is for funding to replace the aging servers that house critical Elections applications, including the Voter Information System, Petition Check and Vote Center applications.	46,200	46,200	46,200	Critical	Transparency / Web / Mobility
14	Migrate to a Pre-existing Solution for Accepting Credit Card Payments	This project will replace the ePay system for all payments with a pre-built solution from JP Morgan Chase. Commerce Online will meet existing requirements and meet other audit remediation requirements.	10,000	50,000	10,000	Critical	Revenue Protection
15	Replace Servers that Support Municipal Courts' Court Management System	Replace 4 IBM Servers essential to the CMS system which will be 7 years old by the summer of 2015.	136,000	208,000	-	Critical	Tech Infrastructure
16	Replace Unsupportable Document Archive Appliance Used by the SAP Financial System	The storage appliance SAP uses for document archiving is no longer supportable. The existing solution does not provide adequate hardware redundancy to meet business needs and relies on a tape back-up solution which invalidates document archival audit requirements. This project will replace the system hardware with a resilient solution and implement cloud back-up for document archiving.	23,689	48,649	29,189	Critical	Tech Infrastructure
17	Redesign the Aviation Department's Public-Facing Website	The current skyharbor.com website design and architecture is 5 years old. The website is a key tool used to communicate with customers and ensure Sky Harbor's status as a world class Airport.	80,000	80,000	-	Critical	Transparency / Web / Mobility

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
18	Increase Efficiency of File Management for Video and Audio Editing for Phoenix Channel 11	Internal router and file storage for video and audio files used in TV production, editing, and transmission. A router and storage system creates efficiencies for moving large (i.e., 10Gig) files into networked TV edit rooms.	95,000	175,000	175,000	Critical	Transparency / Web / Mobility
19	Upgrade Application for Accounts Payable Workflow in the SAP Financial System	IXOS/OpenText application upgrade. It is necessary to upgrade the Ixos application server. The application is now gone past the "past maintenance" date of March 2012. This application is an ancillary product to the SAP. It is used as the document management function to store documents and archive runs in a near line (not on the database) solution. Its primary business need is part of the accounts payable workflow.	60,000	60,000	36,000	Critical	Tech Infrastructure
20	Increase Server and Storage Capability for Critical Operations of the Public Works Department	Replace 6 servers, two Storage Area Network (SAN), and one backup unit. The server equipment supports the general and enterprise funded critical operations of the Public Works Department.	240,000	240,000	120,000	Critical	Tech Infrastructure
21	Upgrade or Replace the Technology that Balances the Demand Imposed by Applications in the City's Data Centers for Security and Efficient Operations	The Cisco ACE, which supports website load balancing is in Cisco's end-of-life process in which Cisco is dropping all support for the product and with no replacement. An upgrade to the platform is necessary to support this technology. In addition, there will be a need to provide load balancing of applications between the DC's and web application firewalling for additional security.	368,000	608,000	364,800	Critical	Tech Infrastructure

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
22	Replace End-of-Life Network Components for the Phoenix Convention Center	Network switches will reach end-of-life and will no longer be supported, and must be replaced.	250,000	550,000	110,000	High	Tech Infrastructure
23	Enhance Data Storage Capabilities for the Phoenix Convention Center	The current SAN solution was implemented to meet departments' storage needs for 5 years. Several components have and will reach end-of-life cycle in calendar years 2013/2014.	87,000	341,000	68,200	High	Tech Infrastructure
24	Make Necessary Technical Upgrades to the City's Customer Care and Billing System Used to create and support the City Services Bill.	Customer Care and Billing Software Upgrade. The upgrade will bring the application environment to the latest version to ensure ongoing support.	6,833,669	6,833,669	-	High	Efficient Operations
25	Automate Business Processes to Allow the Streets Department to Compete for Federal Funds	Street Transportation requires an Asset and Project Management system to compete for Federal funds. As part of that project, SharePoint Enterprise and Infopath will be required to make full use of automation and analysis tools. This request focuses on Infopath to create forms and establish workflows for business processes and notifications.	101,600	203,200	67,056	High	Revenue Protection
26	Consolidate Systems and Make Security Upgrades to Maintain a Secure Network Environment for Aviation	Merging the disparate non-enterprise networks will significantly reduce the network hardware and add security. A managed Intrusion Prevention System (IPS) is needed to maintain a secure networking environment and adequately protect critical IT services from unwanted security breaches and malicious cyber attacks.	1,250,000	1,750,000	-	High	Info Tech Security

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
27	Expand Business Intelligence (BI) Capabilities and Methodology to Increase and Improve the Data the City Uses to Make Business Decisions	Leverage the current BI Technology Framework and Methodology to quickly and efficiently bring desired systems live. This expansion will increase the availability of critical information needed to make informed decisions, protect and secure revenue, improve operational efficiency, while maximizing existing investments.	2,860,000	3,922,000	2,353,200	High	Business Intelligence
28	Replace and Upgrade Firewalls to Increase Security for the Fire Department's Computer Network	This replaces an obsolete network firewall and upgrades a second firewall to provide network security for the Fire Department computer network.	18,000	32,400	32,400	High	Tech Infrastructure
29	Implement an Asset Tracking and Project Management System to Allow the Streets Department to Comply with Federal Regulations in order to Compete for Grants	Under new Federal guidelines, asset tracking is required to successfully compete for funding. Street Transportation will need to develop (reuse, buy, build) an asset and project management system to compete for Federal funds for projects. Office 2010 will be required to make full use of automation and analysis tools.	2,636,569	3,256,569	1,074,668	High	Revenue Protection
30	Implement a Standard Work Order System(s) that Will Connect with Existing Applications and Allow Mobile Devices to be Used in Processing Work Orders	Standardize Work Order (WO) systems and mobile solutions for those WO systems to be used by city staff. The key concept is to settle on the one or two best fit WO systems and use those for all new requested apps mobile-ready with hardware and software to communicate with the back-end system.	1,400,000	4,800,000	2,880,000	High	Efficient Operations

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
31	Consolidate Aging Application Servers onto a Pre-Built Hardware and Software Platform	We are currently using commodity hardware for our application servers with weblogic as the middle tier. Most of these servers are at end-of-life and need replacing. Consolidating onto an engineered solution will save money and provide the benefit from developing a larger support base.	2,400,000	4,320,000	2,592,000	High	Tech Infrastructure
32	Replace the Aging Software Package used to Collect Sales Tax, Parking Fines, Water Utility and Housing Payments	Replace Cashier for Windows (CFW), the software package used by Finance Banking & Cashiering and Water Customer Service (Remittance/Delinquents) for taking sales tax, notice of violation (parking), housing, and water utility payments.	210,000	210,000	42,000	High	Revenue Protection
33	Implement Time & Labor and Absence Management Capabilities of the HR System to Manage Employees' Leave Tracking and Payroll Processing	Implement a Time & Labor / Absence Management solution to automate payroll and leave tracking of employees.	12,000,000	20,630,000	12,378,000	High	Efficient Operations
34	Implement an Open Data Program and Related Policies	Develop Policy and necessary infrastructure for an Open Data Initiative.	500,000	500,000	300,000	High	Transparency / Web / Mobility
35	Initiate a Project to Analyze City Applications to Consolidate Similar Systems and Remove Out-dated or Redundant Systems	Application Rationalization - Create a study to evaluate the multiple applications that may co-exist with another application or eliminate the home-grown application and migrate into an existing application.	250,000	280,000	168,000	High	Efficient Operations

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
36	Upgrade or Replace the Application that Manages the City's Retirement Information System	Retirement System (Pension upgrade/replacement study (Pension Gold). Determine solution to keep or replace current solution. Implementing decision may require another proposal. First steps would be a gap analysis with the current system, then a fit/gap analysis of other existing systems.	30,000	930,000	558,000	High	Efficient Operations
37	Procure and Implement Software to Manage the Airport Concessions Disadvantaged Enterprise Program to Comply with FAA Regulations	Concessions Software Module for Airport Concessions Disadvantaged Enterprise (ACDBE) Program. EOD needs concession compliance software for the City's Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program. The module will allow EOD to automate monitoring of food, beverage, retail, rental car and miscellaneous concessions at Sky Harbor International Airport to maintain compliance with Federal Aviation Administration (FAA) regulations.	9,900	29,900	-	High	Efficient Operations
38	Replace the Existing Real Estate Application.	Map current and best practice business processes and requirements to acquire a Real Estate application to improve overall management of city-owned real property.	1,200,000	1,200,000	720,000	High	Efficient Operations
39	Conduct an Analysis of Citywide Document Management Needs in Order to Identify an Appropriate Consolidated Solution	Enterprise Document Management Study.	150,000	150,000	90,000	High	Efficient Operations

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
40	Implement an Electronic, Real-Time, Patient Information System to Transmit Patient Information to Hospitals for the Fire Department	EMS Patient Information System is a real-time electronic information system that allows emergency responders to enter patient information into a wireless device that transmits the data to hospitals to reduce treatment times. It is used for patient billing information, for treatment efficiency reviews and for training purposes.	693,973	2,577,588	2,577,588	High	Public Safety
41	Enhance the Water Services Department's Work Order and Asset Management System	Implement the Oracle Utilities for Business Intelligence analytics application for the Work Order and Asset Management application for the Water Services Department.	400,000	400,000	-	High	Business Intelligence
42	Implement Mobile Technology for Phoenix Convention Center Facilities Staff to Enter and Access Information in the Field	Implement mobile technology for event services and facilities maintenance staff to access work orders in SAP and event information (PCC Application) while in the field. This technology would improve work force efficiency by allowing staff to have real-time event information at their fingertips, and to update work order progress onsite.	130,000	250,000	50,000	High	Transparency / Web / Mobility
43	Implement an Application to Allow Neighborhood Services Staff to Remotely Access the Department's Web Application through Mobile Devices	Neighborhood Services Department (NSD) is in the last phase of a new web application called myNSD. This application has many different facets, all of which aim to strategically improve productivity and collaboration in order to obtain the best practice to perform NSD's business objectives.	27,190	27,190	27,190	High	Transparency / Web / Mobility

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
44	Utilize Software to Allow Neighborhood Services' Web Application to Integrate with the SAP Financial System	K2 Connect for SAP. Utilize software that integrates SAP and myNSD. The software is controlled by privileges and will enable SAP people to decide what K2 Connect can access. This system-to-system integration replaces all future needs for web services.	23,850	40,050	40,050	High	Transparency / Web / Mobility
45	Replace an End-of-Life Application for the Streets Transportation Department	The application EAST is at the end-of-life support for the Delphi development environment. Develop a replacement strategy with the business owner and the app development team.	100,000	150,000	49,500	High	Efficient Operations
46	Replace Wireless Access Points throughout the Library System	The vendor will no longer provide software support for the wireless access points used throughout the library system in January 2014. Hardware support expires in January 2017.		90,000	90,000	High	Tech Infrastructure
47	Procure Enterprise Architecture Professional Services to Assist in Citywide Technology Planning	Enterprise Architecture is an essential part of a Master Plan. Information technology, utilized appropriately, enables enhanced services to the community, increases efficiency of operations, delivers useful information, and supports innovation.		500,000	300,000	Normal	Efficient Operations
48	Pilot a Project to Consolidate Public Works' Devices into a Single Mobile Device	SWFS Mobile Device Consolidation. Pilot a project that consolidates various devices and systems such as AVL, GPS, cameras, and paperwork into a single mobile device.	200,000	2,500,000	-	Normal	Transparency / Web / Mobility

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
49	Conduct a Pilot Study of Secure File Sharing for Sensitive, Confidential, or Regulatory-controlled Documents	Secure Document Exchange. Conduct a pilot study for secure document file sharing for designated end-users. Sensitive, confidential or regulatory controlled documents are required to be shared with designated employees, business partners, customers or government agencies in order to accomplish critical City business objectives.		600,000	360,000	Normal	Info Tech Security
50	Replace the Airport's Passenger Information Paging System's Hardware and Software	PIPS Application Replacement. Aviation Technology plans to replace the Passenger Information Paging System hardware and software, after a comprehensive analysis to determine if an upgrade or an entire system replacement is warranted.	100,000	100,000	-	Normal	Efficient Operations
51	Deploy an Operational Dashboard Tool for the Aviation Department	Aviation Operational Dashboard. Deploy a web-based tool to publish Department key performance indicators on the Department's SharePoint website	60,000	100,000	-	Normal	Business Intelligence
52	Implement an Application to Allow Voters to Check the Status of Early or Provisional Ballots	Early Ballot and Provisional Ballot Status Application. This project will allow any voter to check the status of his or her early or provisional ballot online.		50,000	50,000	Normal	Transparency / Web / Mobility
53	Utilize a Hosted, Third-Party Service to Track Fire Fighters' Equipment	FASET (Fire Asset) Hosted Service. Third-party web-hosted service to track fire assets to help assure compliance with NFPA 1851 on Selection, Care and Maintenance of fire fighter's personal protective clothing equipment.		6,400	6,400	Normal	Public Safety

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
54	Replace the Human Resource Application Used for Recruiting	Replacement of Recruitment Module (TAM). The current eCHRIS module, Talent Acquisition Module (TAM), is a difficult product to support and is heavily customized to provide the functionality needed by the City.		110,000	66,000	Normal	Efficient Operations
55	Implement a System to Manage Fiber Optic Cable Assets for the Aviation Department	A viable Cable Management system is needed to manage the fiber optic cable assets contained within the Aviation Department's Enterprise and Non-Enterprise network environments.	700,000	940,000	-	Normal	Efficient Operations
56	Implement a City-wide Web Application Firewall Solution to help Prevent Data Breaches via Hacked Web Applications	City-wide Web Application/Next Generation Firewall. Funding for an RFP to research, contract, and implement a City-wide web application/next-generation firewall solution. According to the 2013 Verizon Data Breach Report, 1 in 10 successful data breaches were caused by hacking web applications. Many of the city's web-facing applications were found to be vulnerable through penetration testing in 2011-2012.		400,000	240,000	Normal	Info Tech Security
57	Implement Secure Remote Access to the Network for Payment Card Industry (PCI) Compliant Environments and Public Areas with Network Access	Implement Network Access Control (NAC) to secure remote access by ensuring systems are authorized and secure for use for Payment Card Industry (PCI) Compliance. Non-PCI components of the project include securing systems in conference rooms and other public areas of the network.		280,000	168,000	Normal	Info Tech Security

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
58	Replace the Application that Allows Residents to Register for Parks Department Classes	Class is an application through which residents book classes, facility rental and workshops. Class is currently running on outdated infrastructure. Parks is requesting to replace Class with ActiveNet which is a web-based application. Parks will be able to retire the old infrastructure and ActiveNet will provide more functionality. It will be smartphone, tablet and web viewable.		75,000	75,000	Normal	Revenue Protection
59	Implement Microsoft Dynamics for the Community and Economic Development Department to Manage and Track Communication with Business Contacts and Community Members	Microsoft Dynamics CRM for CED. REPLACE SalesForce with Dynamics to track & report on contacts with companies & interested parties.		55,000	55,000	Normal	Efficient Operations
60	Use Business Intelligence Tools to Increase Tax Revenue Collection	The revenue enhancement project was a combined effort of staff from the City Auditor, ITS, and Finance Departments. The goal was to increase sales tax revenue through various methods, including combining information from various databases to identify businesses that owed money to the City and had not paid.		810,000	810,000	Normal	Business Intelligence
61	Expand Consolidated Database Infrastructure to more City Applications	EXADATA - Citywide Oracle Database Infrastructure Expansion. Acquire additional hardware and licensing capacity for the city's Oracle Database as a Service (DBaaS) offering that exists to service enterprise and departmental business applications.		5,865,000	3,519,000	Normal	Tech Infrastructure

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
62	Upgrade Data Storage Infrastructure for the Police Department	Remediate and stabilize 635TB of Police storage infrastructure that is antiquated, is failing, is end of support life, has reached capacity, and is affecting criminal justice system application performance.		2,700,000	2,700,000	Normal	Tech Infrastructure
63	Replace Computing Infrastructure that Supports Critical Operations of the Public Works Department	Replace 10 servers, two Storage Area Network (SAN), and their peripherals. The server equipment, for which we are requesting replacement funding, supports the general and enterprise funded critical operations of the Public Works Department.		886,000	443,000	Normal	Tech Infrastructure
64	Enhance Disaster Recovery Capabilities for the Fire Department's Computer Aided Dispatch (911) System	Northrop Grumman CobolCAD Disaster Recovery Server for Alarm Room II. This project will provide Fire with an additional disaster recovery server at Alarm Room II and two new SAN's allowing us to perform SAN-to-SAN replication for the current CAD system.		230,000	115,000	Normal	Tech Infrastructure
65	Expand Consolidated Server Environment to Accommodate More Departments' Server Needs	Expand the Enterprise SQL 2008/12 Server Cluster environment to accommodate/consolidate departmental SQL server environments and establish business continuity by having redundant systems at co-locations; ITOC and I/O Data Center.		320,000	192,000	Normal	Tech Infrastructure
66	Migrate All Remaining Data Center Servers to the New High-Performing Environment	Migrate any remaining physical servers in ITOC datacenter to the Cisco Nexus switching environment. The Nexus platform was implemented as a replacement to the existing Cisco Catalyst 6513's. As this hardware ages, it will be necessary to take advantage of the reliability and performance that is provided by the Nexus platform.		200,000	120,000	Normal	Tech Infrastructure

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
67	Implement Solaris Server Replacement on Schedule	Implement Solaris Server Replacement Schedule.		45,000	45,000	Normal	Tech Infrastructure
68	Upgrade the Public Works Department's Automated Vehicle Locator System	Upgrade Automated Vehicle Locator System.		5,200,000	2,600,000	Normal	Efficient Operations
69	Implement a Redundant Communication Logging System for the Fire Department's Recording of E911 and Radio Dispatch Channels	Redundant communications logging at the new AHQ2 dispatch center. Phoenix Fire uses the Verint Audiolog Voice Logging Recorder to record E911 and Radio Dispatch channels for emergency medical and fire incidents. Fire desires a redundant system be purchased and installed at the alternate dispatch center (AHQ2) for back up and failover capabilities.		492,000	246,000	Normal	Public Safety
70	Automate the Manual Process of Retrieving Information from the Fire Department's Computer-Aided Dispatch System to Provide it to Other Cities	Common interface solution between Fire CAD and Outside Cities EPCRS and RMS. This project would automate the current manual method for locating and retrieving information from CAD to provide to our other cities that interface their EPCRS and RMS.		400,000	200,000	Normal	Public Safety
71	Replace Network Components that Support Connectivity for the Library Department's Public PCs	Replacement Public Network Switches. The vendor will no longer support the network switches that the Library's public PCs use for connectivity after July 2015. 39 public switches are end of life.		319,800	319,800	Normal	Tech Infrastructure

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
72	Implement a Secure, Encrypted Communication Solution for Email	Enterprise Secure Email Solution. Research, contract, and implement a secure city-wide, enterprise communication solution. The lack of secure encrypted communication opens the City to significant financial penalties and legal liability in the event of a data breach involving personal identifying information (PII), protected health information (PHI) or other regulated protected information.		707,000	424,200	Normal	Info Tech Security
73	Implement a Solution to Provide Public Works Field Staff with Mobile Connectivity to the SAP Financial System	SAP Syclo Mobile Solution - Implement SAP Syclo Mobile Solution to allow Facilities Management Division field staff to eliminate paper work orders and utilize SAP.		276,000	276,000	Normal	Efficient Operations
74	Implement a Solution to Facilitate Secure Criminal Justice Exchanges through the Messaging Infrastructure for the Police Department	Enterprise Messaging Server and Software - Implement technology to facilitate increased criminal justice exchanges through the messaging infrastructure and eliminate many current manual processes performed by staff within each department. This proposal will significantly improve the City's justice information integration as recommended by Phoenix Justice System Innovations and Efficiency Study.		175,000	175,000	Normal	Tech Infrastructure
75	Implement a Learning Management System to Track Required Classes for Fire Department Staff	Learning Management System - Implement a learning management system to track classes required by Fire Department staff to remain properly certified. It will help the department determine what classes are required and when to offer them in the most cost-effective manner possible.		600,000	600,000	Normal	Efficient Operations

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
76	Implementing Automated Tracking System for Fire Fighter Safety Equipment	RFID System to track safety equipment / supplies - Implement system to automate tracking of fire fighter safety equipment, which is currently a manual and labor-intensive process. The system will initially track safety clothing but will expand to track SCBA system, FEMA emergency equipment caches, vehicles, etc.		400,000	400,000	Normal	Public Safety
77	Pilot the Protective Orders Module for the Municipal Court's Case Management System to Conduct Complex Court Processes in a Web Application	Pilot protective orders module for case management system - This is a proof-of-concept project destined for production use. It will demonstrate that complex realistic court business processes can be done in a browser application.	148,000	248,000	-	Normal	Efficient Operations
78	Implement a Records Management System for the Fire Department	Department Records Management System - Implement a records management system to track department information, consolidate data and generate reports for various agencies, and can integrate into the Fire's computer aided dispatch system to retrieve incident information for statistics and information evaluation.		3,240,000	3,240,000	Normal	Public Safety
79	Implement a Citywide Asset Management System for Tracking Software	Citywide Software Asset Management Solution - Implement a citywide software asset management solution.		104,000	62,400	Normal	Efficient Operations
80	Implement a Mobile Solution to Allow Fire Department Inspectors to Issue Citations On-site	Mobile Inspection System for Fire Prevention Staff - Purchase laptops, printers and software to allow inspectors to remotely access City systems and generate citations on-site. This eliminates repeat visits to a site just to deliver a citation that must have a signature to be valid.		132,000	132,000	Normal	Public Safety

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
81	Utilize Scanning Tools to Enhance the Fire Department's Asset Management Process	Asset management in Fire Department is a labor-intensive process using either paper systems, multiple spreadsheets or small databases. ITS is implementing an enterprise asset management system (Remedy). To improve tracking while reducing labor involved for this system, the Fire Department wants to implement barcode readers.		324,000	324,000	Normal	Public Safety
82	Issue Library Cards Online	Online Library Card Issuing - The Library will be implementing a process of issuing library cards to customers online upon request. Customer-submitted information will be validated to verify they are entitled to services and an active card number will be issued.		86,000	86,000	Normal	Business Intelligence
83	Upgrade the Computing Network at Senior Centers	Network Upgrade at Senior Centers - install fiber and upgrade the network to Century Link's MOE service. Four of HSD's Senior Centers (shared with Parks) are still using T1 lines or QMOE Lite.		50,000	50,000	Normal	Tech Infrastructure
84	Utilize Mobile Tools and Applications for Parks Department Maintenance Staff	Mobile Device Park Maintenance Staff - Leverage the combination of web based applications/forms and tablets to enable Park's maintenance employees to create a more efficient workforce.		20,000	20,000	Normal	Efficient Operations
85	Upgrade or Replace the City Council's Constituent Management Application	Implement a Constituent Management System (enhance or replace Citizen Serve). Est: 200/mo * 12 * 8 (districts).		76,800	76,800	Normal	Business Intelligence
86	Display Current Street Maintenance Information on Phoenix.gov	Display Active Street Work Orders via Map on Phoenix.gov - Implement system to keep the public informed of active street maintenance operations, use existing Street work order data to populate a map on Phoenix.gov to allow citizens to select areas and obtain simple work order related information.	2,000	2,000	660	Normal	Efficient Operations

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
87	Implement a Citywide Customer Relationship Management Application to Consolidate and Manage Resident Requests and Membership Information	CRM: Membership and 311 Application - Implement a Customer Relationship Management tool. There is a requirement city-wide to manage incoming requests and personalization for citizens. Whether it is for purchases, requests for information, website, etc. This application would/could handle the membership aspects for applications and be the central location for incoming citizen/business/visitor requests for 311.		70,000	42,000	Normal	Business Intelligence
88	Install and Utilize Self-Service Customer Service Kiosks for Customers of Municipal Courts	Court customer service kiosks hardware - Use self-service kiosks to identify the Court customers, match the appropriate case for processing, assign the customer to a courtroom, and notify the customer of where to report. The kiosk could also potentially be used for credit card payments.	31,000	31,000	-	Normal	Business Intelligence
89	Replace the Web Content Filters that Block Certain Sites for the Library Department	Replace Websense Content Filters.	-	8,000	8,000	Normal	Info Tech Security
90	Enhance Online Access to Zoning and Planning Information by Scanning Zoning Files	Scanning Zoning Files - This project is a continuation of the department's effort to increase staff efficiency and service to customers by providing online access to all zoning and planning information.		1,000,000	1,000,000	Normal	Efficient Operations
91	Scan Remaining Forms and Photographs for Surveyed and Designated Properties for the Historic Preservation Office	The goal of this project is to scan all of the remaining inventory forms and photographs for the surveyed and designated properties within the City of Phoenix Historic Preservation Office.		101,720	101,720	Normal	Efficient Operations

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
92	Enhance Online Access to Zoning and Planning Information by Scanning Permit Files	Scanning Permit Files (Certificates of Appropriates (COA), No Effect (CNE) and Requests for Demolition Approval).		121,375	121,375	Normal	Efficient Operations
93	Migrate the Public Works Department to the Current System that Controls Access to the City's Network	Diamond II Replacement - Replace the current Diamond II Access Control System. (Note: Police, Fire, and Water are currently using Diamond II and ITS has already migrated to the replacement product)		80,000	40,000	Normal	Info Tech Security
94	Implement Security Tools to Protect Data on Notebooks	Notebook Data Protection - Implement notebook data protection as part of an information security and loss prevention program that is comprehensive, manageable and affordable. This proposed solution could be quickly implement and be transparent to the end user.		225,000	135,000	Normal	Info Tech Security
95	Migrate the Law Department's Case Management System	Continuation of CRIMES/ePRO migration and development.		77,500	77,500	Normal	Efficient Operations
96	Scan Active Member Files for the Retirement Office in Preparation for Inclusion in a Document Management System	Document Imaging of Active Member Files.		71,000	71,000	Normal	Efficient Operations

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
97	Provide On-Line Access to Electronic Code Books for Planning and Development Department's Plan Reviewers and Inspectors	ICC Code Books On-Line - Install electronic versions of all adopted codes and commentaries on the network and provide access to all plan reviewers and inspectors.		66,400	66,400	Normal	Efficient Operations
98	Upgrade the Database Management System for the City Clerk Department's Printing Services	Upgrade Printing Services Database Management System.		80,000	48,000	Normal	Efficient Operations
99	Integrate PHX 11 Video with the City Council Agenda so Users Can Select Specific Video Segments of Council Meetings	Council Agenda & Phx 11 Video Integration - Integrate Council agenda and video. The opportunity exists to "link" the City Council agenda to video segments from the meeting, such that a user on phoenix.gov could read/scan the agenda and then request playback of the appropriate meeting segment.		160,000	160,000	Normal	Transparency / Web / Mobility
100	Enhance the Law Department's Case Management System's Calendaring Function	Because of the outdated version of Notes being utilized by the City we are no longer being provided support for this module in ProLaw.		35,000	35,000	Normal	Efficient Operations

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
101	Enhance the Police Department's Ability to Support, Maintain, and Upgrade Applications Without Requiring Each Device to be Manually Accessed	Migrate thick applications to thin client using MS RDS. - Migrate all locally installed applications to a thin client, centralized application deployment solution using Microsoft RDS and/or virtualized applications to provide better support, migration, maintenance, upgrades, and enhancements of applications. These current processes require touching every end user device.		25,000	25,000	Normal	Efficient Operations
102	Automate and Manage Citywide Forms	Forms Management and Automation System - There are over 400 forms on Phoenix.gov and multiple forms within the city. A forms management system is required to quickly create and publish, process workflow, and manage city forms for internal and external use. This solution would be integrated into the existing collaborative environment.		25,000	15,000	Normal	Efficient Operations
103	Enhance the Planning and Development Department's Business Application by Updating Web Pages to Provide Property Information to the Public	Enhance PlanWeb, the business application used by the Planning Department.		10,500	10,500	Normal	Efficient Operations
104	Provide Laptops to Equal Opportunity Staff Who Conduct Outreach Activities and Monitor City Construction Contract Compliance	Laptops for Business Relations Division Staff - Procure six laptops for EOD professional staff performing on-sites and outreach activities related to small business certification and goals compliance on City construction contracts.		8,185	8,185	Normal	End User Tools

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
105	Implement the Web-enabled Version of the SAP Financial System	Implement web-enabled SAP to expand the ability to access the SAP program via a typical web browser, thereby reducing the need to load and configure complex client-based software for each SAP user.	-	95,000	57,000	Normal	Efficient Operations
106	Provide Technology Support for the State Tax Simplification Project	Tax Simplification Project - Provide necessary technology support for the State Tax Simplification Project. This project simplifies sales tax processes for businesses in the state. This could include a state payment portal, data conversion and other system enhancements.	-	1,000,000	1,000,000	Normal	Revenue Protection
107	Replace Servers for the Municipal Court	Replace Court Terminal Server and File Server. In FY 2016, the Court's read-only domain controller and CommVault Server (PMCM07 PMCM20) will reach their service end dates and should be replaced.	-	40,000	-	Normal	Tech Infrastructure
108	Upgrade and Replace Computing Infrastructure Equipment that Supports Public Works' North Gateway Transfer Station	Scalehouse Server/Workstation Replacement At NGTS - Replace the current Weighmaster server and add thin clients at North Gateway Transfer Station. Current equipment is 7-8 years old, out of warranty, and no longer are meeting operational needs.	-	35,000	-	Normal	Tech Infrastructure
109	Implement Technical Architecture to Enhance Communication Between Citywide Applications	SOA - Service Oriented Architecture - Implement Service Oriented Architecture (SOA) infrastructure. This technology will allow applications to talk with each other better through the use of middleware instead of point-to-point for all data needs. This will also be the recommended way of communication between apps in the near future, including BI infrastructure and the potential upgrade for CC&B.	-	20,000	12,000	Normal	Tech Infrastructure

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
110	Establish a Customer Self Service Portal for Businesses to Conduct Business with the Aviation Department	Establish a web portal for Aviation Department customers to be able to transact all business with the Airport in a simple-to-use 1-stop internet location.	-	490,000	-	Normal	Business Intelligence
111	Implement the Software Needed for an Expanded Motor Pool Program	Expand the current motor pool system to three (3) additional service centers.	-	50,000	25,000	Normal	Efficient Operations
112	Implement a Tool to Allow Large Consolidated Bills to the Finance Department's Accounts Payable Section to be Automatically Separated for Processing by Departments	Implement OCR Invoice Management - The Accounts Payable section of the Accounts Division also currently receives summary billings in paper format from several large vendors (APS, Traffcade, Office Max, etc.). These summary billings consist of thousands of individual invoices which have to be manually processed in order to charge the appropriate department. This project would be implemented through SAP.	-	690,000	690,000	Normal	Efficient Operations
113	Conduct a Study to Determine a Citywide Solution for Asset Management	Enterprise Asset Management - Implement citywide asset management. Departments have deployed or plan on deploying applications and tools to meet their business objectives regarding asset management. This proposal is for a study to determine how the city could meet these objectives with a consolidated approach.	-	40,000	24,000	Normal	Efficient Operations

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
114	Procure Additional Radio Consoles for the Fire Department Dispatch Center	Additional Radio Consoles for AHQ2 Fire Dispatch Center - Procure additional radio consoles for Fire Dispatch Center. Fire is building a new alternate headquarters to provide parallel dispatch functions for Phx Fire & its automatic/mutual aid partners. This facility will provide essential dispatch & backup dispatch capability. 23 new MCC 7500 consoles are required to provide this functionality.		1,442,100	1,442,100	Normal	Public Safety
115	Upgrade PHX11 to Enable High-Definition Programming to the Public	Phoenix 11 High Definition Broadcast Upgrade - Align PHX11 with local TV broadcast and other local government cable channels to transmit its TV signal in high definition 720p TV. Some cameras and editing equipment at PHX11 are HD ready now. A one-time complete move to HD is creates efficiencies in purchases and labor.		500,000	500,000	Low	Transparency / Web / Mobility
116	Install Computing Equipment in a Remote Traffic Management Center for Business Continuity and/or Disaster Recovery Purposes	Remote Traffic Management Center for COOP Planning	47,000	133,500	44,055	Low	Public Safety
117	Add Planning and Development Applications to the City's Disaster Recovery Contract	Add all systems identified in the COOP plan that require restoration of service within 4 days into the DR Plan. Requesting these services required an annual maintenance cost.		45,000	45,000	Low	Public Safety

Attachment A - Five-year Information Technology Plan

Rank	Proposal:	Executive Overview/Description	First FY Cost	Total Cost	Approx Total GPF Cost	Priority:	Project Classification:
118	Implement a Video Conferencing System for the Fire Department to Communicate with Geographically Dispersed Locations	Implement video conferencing system. Fire Department needs to communicate with geographically dispersed facilities (City of Phoenix, other metro area fire departments, hospitals, agencies) in real time to coordinate emergency operations.		1,660,000	1,660,000	Low	Public Safety
119	Develop a Consolidated, Citywide Reporting Environment to Report on Data from Multiple Critical Systems	Enterprise Reporting - ITS supports multiple mission-critical databases such as PeopleSoft, CIS, Tax and Licensing, etc. Currently ITS is not able to offer a consolidated Enterprise Reporting environment.		1,166,460	699,876	Low	Business Intelligence
120	Replace System that Tracks and Reports on Employee's Long-Distance Call Usage	Replace unsupported software package (AXIS aka Pinnacle), which is used to account for long distance calling.		60,000	36,000	Low	Efficient Operations
121	Continue Online Employee IT Security Awareness Training	Continuation of security awareness training. The city purchased and is currently using security-awareness training from SANS. Our license expires July 2014. Annual security-awareness training is not only a strong, cost-effective control, but also required by many regulatory and industry requirements with which the City must comply.		36,000	21,600	Low	Info Tech Security
122	Replace Obsolete Citywide Data Storage Systems	Expand the enterprise Hitachi VSP data storage array to enable retirement of two legacy Sun storage arrays which will reach the end of their support life in December of 2015.		516,266	309,760	Low	Tech Infrastructure

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CITY COUNCIL REPORT

TO: Danny Murphy
Acting Assistant City Manager

FROM: Rob Sweeney
Acting Chief Information Officer

SUBJECT: TECHNOLOGY SUMMIT

This report seeks direction from the Finance, Efficiency, Economy and Sustainability Subcommittee regarding a request from Councilman Nowakowski for the City to host a Technology Summit.

THE ISSUE

Technology is critical to the City's efficient operations and delivery of services to residents. In recent years the economy has seriously limited the City's ability to invest in technology, and the City's current IT infrastructure requires updating to adequately support new and transformative technologies. In 2009 the City instituted a formal Information Technology (IT) Governance structure to determine policy for the acquisition of IT, and to ensure alignment with the City's strategic goals.

In 2013 the City Manager, working closely with Vice Mayor Gates and the Finance, Efficiency and Economy Subcommittee, instituted the Task Force on Technology Advancement to assist in defining the direction for the City's technology. The Task Force includes members from private business, technology, academia, and other government agencies.

On January 8, 2014 Councilman Nowakowski requested that an item be added to the Finance, Efficiency, Economy and Sustainability Subcommittee agenda addressing a proposed Technology Summit of industry leaders. The request identified two goals for the Summit: assess internal technologies and determine where improvements can be made to better serve our communities, and to get private sector guidance on what infrastructure improvements can be made to encourage growth.

Staff will work with the Task Force on Technology Advancement to take the lead on: reviewing and commenting on the five-year technology plan; making recommendations on using technology to provide services more efficiently; and identifying community-wide technology opportunities.

RECOMMENDATION

Staff seeks direction from the Finance, Efficiency, Economy and Sustainability Subcommittee regarding a Technology Summit.

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CITY COUNCIL REPORT

TO: Danny Murphy
Acting Assistant City Manager

FROM: Rob Sweeney
Acting Chief Information Officer

SUBJECT: OPEN DATA POLICY

This report provides the Finance, Efficiency, Economy and Sustainability Subcommittee information regarding the City's proposed Open Data strategy and requests approval for staff to create a formal Open Data Policy.

THE ISSUE

The City makes continuous efforts to increase transparency of information to the public. The City's website, phoenix.gov, has been awarded a Sunny Award four years in a row by Sunshine Review, a non-profit organization dedicated to state and local government transparency. The Mayor and City Council have furthered transparency through initiatives such as televised City Council and Subcommittee meetings, and interactive online budget hearings. Other recent transparency efforts include a searchable online Campaign Finance database and the City's online checkbook. Mayor Stanton has taken the lead in requesting that the City develop an Open Data policy to increase transparency even further.

Open Data, or the practice of making certain data freely available to the public to use as they wish, is an expansion of government transparency in the digital age. Public records requirements provide transparency, but require that individuals or groups define and request specific information. The City's website greatly increased transparency, but the information on the website is formatted in ways that limit the public's ability to manipulate data. Open Data is proactive, actionable, and readily available, providing information to users without their having to request it, allowing them to use the data in a manner that suits their objectives, and available to them at any time.

Open Data is also important to economic development, as businesses can use government data in the operation of their business, and to create applications which use the data to provide services to consumers.

A successful Open Data initiative requires a strategy that provides useful data to the community, while safeguarding data such as Personally Identifying Information (PII) and other legally restricted information. Information Technology Services, having worked with the Information Technology Governance Board and Task Force on Technology Advancement, proposes a two-pronged Open Data strategy:

- Identify information which is already provided to the public in some manner, and, where possible, provide that data in a format which allows automated processing.

An example of such data is the Public Transit Department's bus arrival information that is currently available in schedules, but will soon be provided as raw data.

- Develop an Open Data Policy. The Policy would address issues such as:
 - What data is appropriate for release
 - How can data be released without impacting the security and operations of the City's network
 - Costs for converting data into usable formats
 - Requirements for new and future systems
 - Staffing and oversight of the initiative.

The following principles of Open Data Policies are best practices as defined by the Sunlight Foundation, a nonpartisan, nonprofit organization which works for greater government openness and transparency. These guidelines would be utilized in developing the City's Open Data Policy, and include:

- Mandate open formats for government data; data should be machine-readable, searchable, sortable, and non-proprietary.
- Make information available proactively, with low to no barriers for its reuse or consumption.
- Reference and build on existing public accountability and access policies.
- Mandate the release of specific new information.
- Appropriately safeguard sensitive information.
- Remove restrictions for accessing information, such as registration requirements, access fees, and usage limits.
- Build on the values, goals, and mission of the government organization.

RECOMMENDATION

Staff requests the Finance, Efficiency, Economy and Sustainability Subcommittee approval to formalize an Open Data Policy for City Council consideration.

CITY COUNCIL REPORT

TO: Rick Naimark
Deputy City Manager

FROM: Maria Hyatt
Interim Public Transit Director

SUBJECT: OPEN DATA AND SMART PHONE TRANSIT APPLICATIONS (APPS)

This report provides information to the Finance, Efficiency, Economy and Sustainability Subcommittee on the Public Transit Department's efforts toward the release of real-time transit "open data" and potential development of smart phone transit applications.

THE ISSUE

Open data provides certain information without restriction to anyone who wishes to republish it. In the transit industry, open data becomes an amenity for transit customers when agencies release transit schedules in addition to real-time transit vehicle location through Global Positioning Systems (GPS) data. This allows transit customers to more efficiently schedule their trips and to know within a small margin of error when their vehicle will be arriving. More dynamic and user-friendly transit data benefits passengers by allowing them to plan their trip to work, school, or appointment, but it also benefits the business community by making transit a more efficient option for employees and customers.

OTHER INFORMATION

The Public Transit Department is working with its contractor, ACS-Xerox, to enable streaming of the region's bus fleet GPS location feed, which is provided through the regional Vehicle Management System (VMS). Public Transit is coordinating the method of providing the data to app developers with Information Technology Services (ITS) to ensure proper security and firewalls. Spring 2014 is the intended target date for release of the open data.

Several application developers currently use schedule data to provide passenger information. Once real-time data is enabled, application developers may incorporate and/or create real-time transit apps for the Metro Phoenix area. Public Transit intends to make this open data available as quickly as possible as a convenience to customers and the app developers who choose to utilize the information. Once the data is available, it is anticipated that app developers will develop applications soon thereafter.

There are currently over 1,500 transit apps available in the iPhone "App Store." The majority are free but some range in price from 99 cents up to \$4.99. App developers have the ability to develop whatever type of app they choose with any price they believe will support their app's purchase.

City staff is also in communication with Metro staff to discuss the future enabling of open data for the light rail system, so that similar apps can be used for real-time train information.

RECOMMENDATION

This report provides information on the Public Transit Department's efforts toward the release of real-time transit "open data" and potential development of smart phone transit applications.