AGENDA

1. CALL SESSION TO ORDER

2. ROLL CALL

3. INVOCATION

4. PLEDGE OF ALLEGIANCE

5. PUBLIC COMMENT
   5A. Remarks from visitors. (Three-minute time limit)

6. PRESENTATIONS:
   6A. Presentation of Texas Amateur Athletic Federation (TAAF) Silver Medal Member City for the support of amateur athletics in Hutto.

REGULAR AGENDA ITEMS

7. ORDINANCES:
7A. Consideration and possible action on the first reading of an ordinance to reduce the speed limit of FM 1660 North within the City upon the basis of an Engineering and Traffic investigation by Texas Department of Transportation.

8. **RESOLUTIONS:**

8A. Consideration and possible action on a resolution concerning amendments to the City Council Relations Policy.

8B. Consideration and possible action on a resolution casting votes for the election of members to serve on the Williamson County Central Appraisal District Board of Directors.

9. **WORK SESSIONS:**

A work session is conducted for information or educational purposes. No action is taken by the Council on items listed. It is the policy of the City Council that public comment will not be allowed for work session items.

9A. Presentation regarding the Transportation Development Plan (TDP).

9B. Work session concerning the Information Technology Master Plan.

10. **ADJOURNMENT**

The City Council for the City of Hutto reserves the right to adjourn into executive session at any time during the course of this meeting to discuss any of the matters listed above as authorized by the Texas Government Code Sections 551.071 [Litigation/Consultation with Attorney], 551.072 [Deliberations regarding real property], 551.073 [Deliberations regarding gifts and donations], 551.074 [Deliberations regarding personnel matters] or 551.076 [Deliberations regarding deployment/implementation of security personnel or devices] and 551.087 [Deliberations regarding Economic Development negotiations].

**CERTIFICATION**

I certify that this notice of the November 19, 2015 Hutto City Council meeting was posted on the City Hall bulletin board of the City of Hutto on Friday, the 13th day of November 2015 at 2:15pm.

Seth Gipson, City Secretary

The City of Hutto is committed to comply with the American with Disabilities Act. The Hutto City Council Chamber is wheelchair accessible. Request for reasonable special communications or accommodations must be made 48 hours prior to the meeting. Please contact the City Secretary at (512) 759-4033 or seth.gipson@hutto.tx.gov for assistance.
AGENDA ITEM NO.: 6A  AGENDA DATE: November 19, 2015

PRESENTED BY: Mike Hemker, Parks & Recreation Director

ITEM: Presentation of Texas Amateur Athletic Federation (TAAF) Silver Medal Member City for the support of amateur athletics in Hutto.

STRATEGIC GUIDE POLICY: Quality of Life

ITEM BACKGROUND:
Hutto Parks & Recreation Department was presented at the 90th Annual Texas Amateur Athletic Federation (TAAF) Conference with the Silver Member City Award. This is based on formula that calculates team, individual, coaches and parent registrations and certifications to its population. The department was also presented with the Member City Award for population 34,999 and below. This award can only be earned once every five years and recognizes the City for promoting and improving the athletic programs. Mark Lord, TAAF Executive Director will be here to re-present the awards to staff.

Hutto has been associated with TAAF for approximately 10 years. Staff members have supported TAAF, most recently, in the positions of past president, state sport commissioner, team chairperson and members and liaisons to the TAAF Summer and Winter Games of Texas.

Hutto Parks & Recreation Department hosted the TAAF Region 3 Youth Basketball Tournament 2007 through 2013. The City of Hutto has supported TAAF by registering team sports and individuals.

During the past five years, based on overall registration, Hutto has earned the Silver Medal City Award in 2011, 2012, 2014 and the Bronze Medal City Award in 2013.

BUDGETARY AND FINANCIAL SUMMARY:
Not applicable.

RELATED COUNCIL COMMITTEE OR ADVISORY BOARD RECOMMENDATIONS:
Not applicable.

CITY ATTORNEY REVIEW:
Not applicable.

**STAFF RECOMMENDATION:**
Not applicable.

**SUPPORTING MATERIAL:**
There are no supporting documents.
AGENDA ITEM NO.: 7A.  AGENDA DATE: November 19, 2015

PRESENTED BY: Helen Ramirez, Director of Development Services

ITEM: Consideration and possible action on the first reading of an ordinance to reduce the speed limit of FM 1660 North within the City upon the basis of an Engineering and Traffic investigation by Texas Department of Transportation.

STRATEGIC GUIDE POLICY: Public Safety

ITEM BACKGROUND: The Texas Department of Transportation (TxDOT) recently conducted a speed study to reduce the speed limit on FM 1660 North between US 79 and 48 feet north of Cottonwood Drive to 30 MPH and between 48 feet north of Cottonwood Drive and 535 feet north of CR-136 (Mager Lane) to 45 MPH within the City limits. TxDOT requires the City Council to pass an ordinance in order for the speed limit signs to be changed.

BUDGETARY AND FINANCIAL SUMMARY: Not applicable.

RELATED COUNCIL COMMITTEE OR ADVISORY BOARD RECOMMENDATIONS: Not applicable.

CITY ATTORNEY REVIEW: Not applicable.

STAFF RECOMMENDATION: Staff recommends the City Council approve the ordinance.

SUPPORTING MATERIAL:
1. Ordinance - Speed Limit FM 1660 N
2. FM 1660 North Current Speed Limits
3. FM 1660 North Proposed Speed Limits
ORDINANCE NO.

AN ORDINANCE OF THE CITY HUTTO, TEXAS, BY AMENDING ARTICLE 22.07: TRAFFIC SCHEDULES; SECTION 22.007.001: SPEED LIMITS; ZONING FOR TRAFFIC AND RATE OF SPEED THEREIN, ON FM 1660 NORTH IN THE CITY LIMITS OF THE CITY OF HUTTO; DEFINING SPEEDING AND PROVIDING PENALITIES FOR VIOLATIONS OF THE ORDINANCE; PROVIDING FOR PUBLICATION; PROVIDING A SEVERABILITY CLAUSE; REPEALING ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT THEREWITH; PROVIDING AN EFFECTIVE DATE AND AN OPEN MEETINGS CLAUSE.

NOW THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF HUTTO:

SECTION I.

That Article 22.07: Speed Limits; Section 22.07.001: Speed Limits shall be amended to reflect the following addition of FM 1660 North:

<table>
<thead>
<tr>
<th>Street</th>
<th>Direction of Travel</th>
<th>Location</th>
<th>Speed Limit (mph)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FM 1660 N</td>
<td>North</td>
<td>Beginning at the intersection with US 79 at milepoint 7.297 to 48 ft north of Cottonwood Drive at milepoint 6.791, a distance of 0.506 miles</td>
<td>30</td>
</tr>
<tr>
<td>FM 1660 N</td>
<td>North</td>
<td>From 48 ft north of Cottonwood Drive at milepoint 6.791 up to 535 ft north of CR-136 (Mager Lane) at milepoint 6.591, a distance of 0.200 miles</td>
<td>45</td>
</tr>
<tr>
<td>FM 1660 N</td>
<td>South</td>
<td>From 535 ft north of CR-136 (Mager Lane) at milepoint 6.591 up to 48 ft north of Cottonwood Drive at milepoint 6.791, a distance of 0.200 miles</td>
<td>45</td>
</tr>
<tr>
<td>FM 1660 N</td>
<td>South</td>
<td>From 535 ft north of CR-136 (Mager Lane) at milepoint 6.591 up to 48 ft north of Cottonwood Drive at milepoint 6.791, a distance of 0.200 miles</td>
<td>45</td>
</tr>
</tbody>
</table>
Sec. 12.02.008 Penalty

That all of the streets of this city, and all portions of any such streets, are hereby declared to be public streets and that the driving or operating of any motor vehicle on or along any portion of any street of this city at a rate of speed that is greater than the maximum rate of speed for said portion of said street, as fixed by this ordinance shall be guilty of a misdemeanor, which is named “The Offense of Speeding” and that the said offense is punishable by a fine in any sum not to exceed Two Hundred dollars ($200.00). That the use of the word “Speeding” shall be sufficient to designate the said offense, and shall mean that a motor vehicle has been driven upon a public street at a greater rate of speed than fixed by City Ordinance for the street and for the zone thereof, that such motor vehicle was so being driven upon, if zoned.

That in prosecutions under this ordinance, for the offense of speeding, the complaint, if in other respects sufficient in form, shall as to the portion thereof seeking to acknowledge the offense, be sufficient if it in substance alleges that the defendant did while driving a motor vehicle in said city commit the offense of “Speeding”.

SECTION II.

A. Publication
The City Secretary of the City of Hutto is hereby authorized and directed to publish the caption of this ordinance in the manner and for the length of time prescribed by law and by the City Charter.

B. Severability Clause
It is hereby declared to be the intention of the City Council that the sections, paragraphs, sentences, clauses and phases of this Ordinance are severable and, if any section, paragraph, sentence, clause or phase of this Ordinance should be found to be invalid by the final judgement or decree of any court of competent jurisdiction, such invalidity shall not affect the remaining provisions, and the remaining provisions shall continue in full force and effect.

C. Repealing Clause
All ordinances and resolutions and parts thereof in conflict herewith are hereby expressly repealed insofar as they conflict.

D. Open Meeting Clause
The City Council hereby finds and declares that written notice of the date, hour, place, and subject of the meeting at which this ordinance was adopted was posted and that such meeting was open to the public as required by law at all times during which this ordinance and the subject hereof were discussed, considered, and formerly acted upon, all as required by the Open Meetings Act, Chapter 551, Texas Government Code, as amended.
E. Effective Date

This ordinance shall take effect and be in force from and after its passage and publication.

READ and APPROVED the first reading of the ordinance on the 19th day of November, 2015 at a meeting of the Hutto City Council.

PASSED, APPROVED, and ADOPTED on the second and final reading of the ordinance on the ____ day of ____________, 2015.

CITY OF HUTTO, TEXAS

__________________________________________
Debbie Holland, Mayor

ATTEST:

__________________________________________
Seth Gipson, City Secretary
Legend

Roadways

Proposed Speed Limits

Speed Limit

- 30 MPH
- 45 MPH
- 55 MPH
AGENDA ITEM NO.: 8A.  AGENDA DATE: November 19, 2015

PRESENTED BY: Seth Gipson, City Secretary

ITEM: Consideration and possible action on a resolution concerning amendments to the City Council Relations Policy.

STRATEGIC GUIDE POLICY: Leadership

ITEM BACKGROUND:
In 2006, the Hutto City Council approved a resolution adopting a Council Relations Policy that served as a guide for City Council processes. This policy was revised several times, with the last revision being in 2009.

On July 13, 2015, the Leadership and Legislative Committee determined that the current City Council Relations Policy should be divided into two guiding documents. One that focused on policy and procedures, which was named the City Council Protocol Policy and adopted by City Council on August 6, 2015. The second, would amend the current City Council Relations Policy to serve as a guide for how City Council members treat one another, City staff, constituents, and others they come into contact with when representing the City of Hutto and so that it does not duplicate any of the procedures that are outlined in the Protocol Policy. This policy reflects the intentions of the Hutto City Council in defining the behaviors, manners, and courtesies that are suitable for various occasions.

The Leadership and Legislative Committee reviewed the proposed amendments to the City Council Relations Policy on November 2, 2015 and recommend approval by the City Council.

BUDGETARY AND FINANCIAL SUMMARY:
Not applicable.

RELATED COUNCIL COMMITTEE OR ADVISORY BOARD RECOMMENDATIONS:
The Leadership and Legislative Committee recommend approval of the resolution amending the City Council Relations Policy.

CITY ATTORNEY REVIEW:
Not applicable.
STAFF RECOMMENDATION:
Staff recommends approval of the resolution.

SUPPORTING MATERIAL:
1. Resolution - Council Relations Policy
2. Exhibit A - Draft City Council Relations Policy
RESOLUTION NO.

A RESOLUTION AMENDING THE HUTTO CITY COUNCIL RELATIONS POLICY.

WHEREAS, the City Council of the City of Hutto initially adopted the Council Relations Policy on July 3, 2006, which outlined certain policies and procedures; and

WHEREAS, the last revisions of the policy were adopted in 2009; and

WHEREAS, the City Council developed a protocol policy that reflects the current processes of the council that was adopt by Resolution R-15-08-06-8E; and

WHEREAS, the City Council wishes to amend the City Council Relations Policy in order to reflect the intentions of the Hutto City Council in defining the behaviors, manners, and courtesies that are suitable for various occasions; and

WHEREAS, by adopting these protocols, the Council acknowledges their responsibility to each other, to the City’s professional staff, and to the public.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF HUTTO THAT:

The Hutto City Council Relations Policy, as attached as Exhibit A, is hereby amended to be used as a tool that ensures effective and efficient governance; and serving as the guidelines to preserve the values and integrity of representative local government and democracy.

The City Council hereby finds and declares that written notice of the date, hour, place and subject of the meeting at which this Resolution was adopted was posted and that such meeting was open to the public as required by law at all times during which this Resolution and the subject matter hereof were discussed, considered and formally acted upon, all as required by the Open Meetings Act, Chapter 551, Texas Government Code, as amended.

RESOLVED this 19th day of November, 2015.

CITY OF HUTTO, TEXAS

________________________
Debbie Holland, Mayor

ATTEST:

___________________________________
Seth Gipson, City Secretary
Council Relations Policies

Amended on March 19, 2009
Amended on November 20, 2008
Amended on February 19, 2008
Amended on April 16, 2007
Adopted on July 3, 2006
City of Hutto Council Relations Policy

The City Council for the City of Hutto is dedicated to providing democracy to America’s doorstep. Opportunities must be created to allow citizens to have a say in their representative government, and this policy addresses the responsibilities the Council has to provide those openings. The City of Hutto Council Relations Policy is designed to make public meetings and the process of governance run more smoothly.

The integrity of the City of Hutto is built on the interaction between elected officials, city employees, and the citizens. The Council Relations Policy is intended to maintain a high level of integrity by providing a decorum for how council members treat one another, city staff, constituents, and others they come into contact with when representing the City of Hutto. The Council Relations Policy reflects the intentions of the Hutto City Council in defining the behaviors, manners, and courtesies that are suitable for various occasions. It is also designed to make public meetings and the process of governance run more smoothly.

The contents of the Council Relations Policy include:

- Policies and Protocol Related to Conduct Page 3
- Council Relations with One Another Page 4
- Council Relations with City Staff Page 5
- Council Relations with the Citizens Page 7
- Council Relations with Other Public Agencies Page 8
- Council Relations with Boards and Commissions Page 9
- Council Relations with the Media Page 11
- Sanctions Page 12
- Principles of Proper Conduct Page 13
- Glossary of Terms Page 25

The constant and consistent theme through all of the conduct guidelines is “respect.”

Council members experience huge workloads and tremendous stress in making decisions that could impact thousands of lives. Despite these pressures, elected officials are called upon to exhibit appropriate behavior at all times. Demonstrating respect for each individual through words and actions is the compass that can help guide Council members to do the right thing in even the most difficult situations.
Policies and Protocol Related to Conduct

Reflecting Council Opinions
Council members should remember they speak only for themselves and not other council members. Once the City Council has taken a vote, that reflects the official course of action for the City.

Ceremonial Events
Requests for a City representative at ceremonial events will be handled by City staff. The Mayor will serve as the designated City representative. If the Mayor is unavailable, then City staff will determine if event organizers would like another representative from the Council. If yes, then the Mayor will recommend which Council member should be asked to serve as a substitute. Invitations addressed to individual Councilmembers and received at City Hall are presumed to be for unofficial, personal consideration.

E-Mail Guidelines
E-mail has become a familiar form of communication between the public and its elected officials. It is important to remember that e-mails held by elected officials regarding their position are a form of public record and must be maintained as per the Open Records Act. When a council member receives a personalized e-mail, the council member should acknowledge the receipt of the e-mail and concern voiced through a reply e-mail. The response should be polite and careful in regard to any personal opinions expressed on the issue. If a reply is sent, the City Manager and/or City Secretary should be copied if there is any further action and/or official response needed in regard to the e-mail.

Correspondence Signatures
Council members do not need to acknowledge the receipt of correspondence, or copies of correspondence, during Council meetings. City staff will prepare official letters in response to public inquiries and concerns. These letters will carry the signature of the Mayor unless the Mayor requests that they be signed by another council member or city staff. If correspondence is addressed only to one council member, that council member should check with staff on the best way to respond to the sender.

Endorsement of Candidates
Council members have the right to endorse candidates for all council seats or other elected offices. It is inappropriate to mention endorsements during city council meetings or other official City meetings.
Council Relations with One Another

City Councils are composed of individuals with a wide variety of backgrounds, personalities, values, opinions, and goals. Despite this diversity, all have chosen to serve in public office in order to preserve and protect the present and the future of the community. In all cases, this common goal should be acknowledged even as council members may “agree to disagree” on contentious issues.

IN PUBLIC MEETINGS

Practice civility and decorum in discussions and debate
Difficult questions, tough challenges to a particular point of view, and criticism of ideas and information are legitimate elements of a free democracy in action. This does not allow, however, council members to make belligerent, personal, impertinent, slanderous, threatening, abusive, or offer disparaging comments. No shouting or physical actions that could be construed as threatening will be tolerated.

Honor the role of the Chair in maintaining order
It is the responsibility of the Chair to keep the comments of council members on track during public meetings. Council members should honor efforts by the Chair to focus discussion on current agenda items. If there is disagreement about the agenda or the Chair’s actions, those objections should be voiced politely and with reason, following procedures outline in parliamentary procedure.

Avoid personal comments that could offend other council members
If a council member is personally offended by the remarks of another council member, the offended council member should make notes of the actual words used and call for a “point of personal privilege” that challenges the other council member to justify or apologize for the language used. The Chair will maintain control of this discussion.

Demonstrate effective problem-solving approaches
Council members have a public stage to show how individuals with disparate points of view can find common ground and seek a compromise that benefits the community as a whole.

IN PRIVATE ENCOUNTERS

Continue respectful behavior in private
The same level of respect and consideration of differing points of view that is deemed appropriate for public discussions should be maintained in private conversations.

Be aware of the insecurity public nature of written notes, voicemail messages, and e-mail
Technology allows words written or said without much forethought to be distributed wide and far. Council members should take into consideration that anything sent out via fax, voicemail, e-mails, text messages, social media or correspondence could be distributed to the media and citizens. Written notes, voicemail messages and e-mail should be treated as potentially “public” communication.

Even private conversations can have a public presence
Elected officials are always on display – their actions, mannerisms, and language are monitored by people around them that they may not know. Lunch table conversations will be eavesdropped upon, parking lot debates will be watched, and casual comments between individuals before and after public meetings noted.
Council Relations with City Staff

Governance of a City relies on the cooperative efforts of elected officials, who set policy, and City staff, who implement and administer the Council’s policies. Woodrow Wilson called this the politics-administration dichotomy, but governance of a municipality is in reality a team effort. Cooperation and mutual respect are essential from each individual for the good of the community.

Treat all staff as professionals
Clear, honest communication that respects the abilities, experience, and dignity of each individual is expected. Poor Disrespectful behavior towards staff is not acceptable.

Limit contact to specific City staff
Questions of City staff and/or requests for additional background information should be directed only to the City Manager, City Attorney, or City Secretary, or Department Directors. The City Manager’s Office should be copied on any request, except those to the City Attorney.

Requests for follow-up or directions to staff should be made only through the City Manager or the City Attorney when appropriate. When in doubt about what staff contact is appropriate, council members should ask the City Manager for assistance. Materials supplied to a council member in response to a request will be made available to all members of the Council so that all have equal access to information.

The Council should not entertain or respond to any staff complaints. Any discussions of this nature should be referred directly to the City Manager. The Council should never speak critically to a member of City staff about other City staff, other council members, and/or Council decisions.

Do not disrupt City staff from their jobs
Council members should not disrupt City staff while they are in meetings, on the phone, or engrossed in performing their job functions in order to have their individual needs met.

Never publicly criticize an individual employee
Council should never express concerns about the performance of a City employee in public, to the employee directly, or to the employee’s manager. Comments about staff performance should only be made to the City Manager through private correspondence or conversation.

Do not get involved in administrative functions
Council members must not attempt to influence City staff on the making of appointments, awarding of contracts, selecting of consultants, or granting of City licenses and permits. The Hutto City Charter, Section 3.08 (b) and (c), also addresses the role of the City Council in regard to administrative functions.

Check with City staff on correspondence before taking action
Before sending correspondence, council members should check with the City Secretary to see if an official City response has already been sent or is in progress.
Do not attend meetings with City staff unless requested by staff
Even if the council member does not say anything, the council member’s presence implies support, shows partiality, intimidates staff, and hampers staff’s ability to do their job objectively.

Do not solicit political support from staff
Council members should not solicit any type of political support (financial contributions, display of posters or lawn signs, name on support list, etc.) from City staff. City staff may, as private citizens with constitutional rights, support political candidates but all such activities must be done away from the workplace.
Council Relations with the Citizens

IN PUBLIC MEETINGS
The Hutto City Council welcomes requests, suggestions, and viewpoints of residents of the City and considers the responsible presentation of these viewpoints as vital to effective municipal government. Council members also recognize their responsibility for proper governance and the need to conduct its business in an orderly and effective manner. The Council therefore establishes the following procedures to receive citizen input during public meetings.

1. Protocol for dealing with requests made by citizens
Citizens with specific requests should first discuss them with the City Manager or City staff. The Council will consider requests that remain unresolved after being addressed through proper administration channels. Citizens who have not attempted to resolve situations at lower levels will be directed to the City Manager.

2. Protocol regarding complaints against City personnel
Negative comments regarding City personnel by name or title may not be made in open session (due to confidentiality provisions contained in the Texas Public Information Act and other state and federal laws). Specific complaints regarding municipal employees may be taken up with the employee's supervisor or City Manager.

Disruption of meetings by word or actions of any person may result in removal from the meeting by law enforcement officials.

IN UNOFFICIAL SETTINGS

Make no promises on behalf of the Council
Council members will frequently be asked to explain a Council action or give their opinion about an issue as they meet and talk with constituents in the community. It is appropriate to give a brief overview of City policy and to refer to City staff for further information. It is inappropriate to overtly or implicitly promise Council action, or to promise City staff will do something specific (fix a pothole, plant new flowers in the median, etc.).

Make no personal comments about other council members
It is acceptable to publicly disagree about an issue, but it is unacceptable to make derogatory comments about other council members, their opinions and actions.

Remember that Hutto is a small town the community is listening.
Council members are constantly being observed by the community every day that they serve in office. Their behaviors and comments serve as models for proper behavior in the City of Hutto. Honesty and respect for the dignity of each individual should be reflected in every word and action taken by council members, 24 hours a day, seven days a week. It is a serious and continuous responsibility.
Council Relations with Other Public Agencies

**Be clear about representing the City or personal interests**
If a council member appears before another governmental agency or organization to give a statement on an issue, the Council member must clearly state: 1) if his or her statement reflects personal opinion or is the official stance of the City; 2) whether this is the majority or minority opinion of the Council.

If the council member is representing the City, the council member must support and advocate the official City position on an issue, not a personal viewpoint.

If the council member is representing another organization whose position is different from the City, the council member should withdraw from voting on the issue if it significantly impacts or is detrimental to the City’s interest. Council members should be clear about which organizations they represent and inform the Mayor and Council of their involvement.

**Correspondence also should be equally clear about representation**
City letterhead may be used when the council member is representing the City and the City’s official position. A copy of official correspondence should be given to the City Secretary to be filed as part of the permanent public records.

City letterhead will not be used for correspondence of council members representing a personal point of view, or a dissenting point of view from an official council position.
Council Relations with Boards and Commissions

The City has established several boards and commissions as a means of gathering more community input. Citizens who serve on boards and commissions become more involved in government and serve as advisors to the City Council. They are a valuable resource to the City’s leadership and should be treated with appreciation and respect.

If attending Attendance at a board or commission meeting, be careful to only express personal opinions Council members may attend any board or commission meeting, which are always open to any member of the public. However, they should be sensitive to the way their participation – especially if it is on behalf of an individual, business or developer – could be viewed as unfairly affecting the process. Any public comments by a council member at a board or commission meeting should be clearly made as individual opinion and not a representation of the feelings of the entire City Council.

Limit contact with board and commission members to questions of clarification
It is inappropriate for a council member to contact a board or commission member to lobby on behalf of an individual, business, or developer. It is acceptable for council members to contact board or commission members in order to clarify a position taken by the board or commission.

Remember that boards and commissions serve the community, not individual council members or your interests
The City Council appoints individuals to serve on boards and commissions, and it is the responsibility of boards and commissions to follow policy established by the Council. But board and commission members do not report to individual council members, nor should council members feel they have the power or right to threaten board and commission members with removal if they disagree about an issue. Appointment and re-appointment to a board or commission should be based on such criteria as expertise, ability to work with staff and the public, and commitment to fulfilling official duties. A board or commission appointment should not be used as a political “reward.”

Be respectful of diverse opinions
A primary role of boards and commissions is to represent many points of view in the community and to provide the Council with advice based on a full spectrum of concerns and perspectives. Council members may have a closer working relationship with some individuals serving on boards and commissions, but must be fair and respectful of all citizens serving on boards and commissions.

Keep political support away from public forums
Board and commission members may offer political support to a Council member, but not in a public forum while conducting official duties. Conversely, council members may support board and commission members who are running for office, but not in an official forum in their capacity as a council member.
Inappropriate behavior can lead to removal
Inappropriate behavior by a board or commission member should be noted reported to the Mayor, and the Mayor should counsel the offending member. If inappropriate behavior continues, the Mayor should bring the situation to the attention of the Council and the individual is subject to removal from the board or commission.
Council Relations with the Media

The media (newspapers, radio, television, etc.) frequently contacts council members for information and quotes.

The best advice for dealing with the media is to never go “off the record”
Most members of the media represent the highest levels of journalistic integrity and ethics, and can be trusted to keep their word. But one bad experience can be catastrophic. Words that are not said cannot be quoted.

The Mayor is the official spokesperson for the representative on City positions
The Mayor is the designated representative of the Council to present and speak on the official City position. If the media contacts an individual Council member, the Council member should be clear about whether their comments represent the official City position or a personal viewpoint refer the individual to the Public Information Officer.

All City press releases should go through the City Manager’s Office for distribution
The City Manager’s Office maintains up-to-date contact information for all local media outlets that cover Hutto. In order to insure that all media outlets are treated fairly, news releases should be submitted to the City Manager’s Office for review and distribution coordination. Some items may be best handled as a "media advisory" or a feature story suggestion. Other items may be best handled as correspondence to a particular group.

Choose words carefully and cautiously
Comments taken out of context can cause problems. Be especially cautious about humor, sardonic asides, sarcasm, or word play. It is never appropriate to use personal slurs or swear words when talking with the media or during City Council Meetings.

Remember the media lives by a tight deadline
Because of the daily demands of the media business, deadlines are one of the most important factors for members of the media in determining what stories will be run. Because of these deadlines, it is essential for Council members to quickly reply to members of the media when they call for information on a story.
Sanctions

Public Disruption
Members of the public who do not follow proper conduct after a warning in a public hearing may be barred from further testimony at that meeting or removed from the Council Chambers.

Inappropriate Staff Behavior
Council members should refer to the City Manager any City staff who do not follow proper conduct in their dealings with council members, other City staff, or the public. These employees may be disciplined in accordance with standard City procedures for such actions. Please refer to the section on Council Relations with City Staff for more details on interaction with City staff.

Council Members Behavior and Conduct
City Council members who intentionally and repeatedly do not follow proper conduct may be subject to any or all of the following sanctions: reprimanded or formally censured by the Council, lose seniority or committee assignments (both within the City of Hutto or with inter-government agencies). Serious infractions of the Council Relations Policy could lead to other sanctions as deemed appropriate by Council.

1. Not be recognized by the Chair to speak at a meeting;
2. Lose seniority and/or committee assignments (within the City of Hutto and/or with inter-government agencies);
3. Have official travel restricted;
4. Serious infractions of the Council Relations Policy could lead to be formally censured by the Council, which could lead to other sanctions as deemed appropriate by the City Council.

Council members should point out the offending Councilmember infractions of the Council Relations Policy. If the offenses continue, then the matter should be referred to the Mayor in private. It is the responsibility of the Mayor to speak with the offending Council member in private about the offenses. If the Mayor is the individual whose actions are being challenged, then the matter should be referred to the Mayor Pro Tem.

It is the responsibility of the Mayor to initiate action if a Council member’s behavior may warrant sanction. If no action is taken by the Mayor, the alleged violation(s) can be brought up with the full Council in a public meeting.
Principles of Proper Conduct

Proper conduct IS…
• Keeping promises
• Being dependable
• Building a solid reputation
• Participating and being available
• Demonstrating patience
• Showing empathy
• Holding onto ethical principles under stress
• Listening attentively
• Studying thoroughly
• Keeping integrity intact
• Overcoming discouragement
• Going above and beyond, time and time again
• Modeling a professional manner

Proper conduct IS NOT…
• Showing antagonism or hostility
• Deliberately lying or misleading
• Speaking recklessly
• Spreading rumors
• Stirring up bad feelings, divisiveness
• Acting in a self-righteous manner

It all comes down to respect
Respect for one another as individuals … respect for the validity of different opinions … respect for the democratic process … respect for the community that we serve.
Glossary of Terms

**Attitude:** The manner in which one shows one’s dispositions, opinions, and feelings.

**Behavior:** External appearance or action; manner of behaving; carriage of oneself.

**Civility:** Politeness, consideration, courtesy.

**Conduct:** The way one acts; personal behavior.

**Courtesy:** Politeness connected with kindness.

**Decorum:** Suitable, proper, good taste in behavior.

**Manners:** A way of acting; a style, method, or form; the way in which things are done.

**Point of Order:** An interruption of a meeting to question whether rules or bylaws are being broken, such as the speaker has strayed from the motion currently under consideration.

**Point of Personal Privilege:** A challenge to a speaker to defend or apologize for comments that a fellow Councilmember considers offensive.

**Propriety:** Conforming to acceptable standards of behavior.

**Protocol:** The courtesies that are established as proper and correct.

**Respect:** The act of noticing with attention; holding in esteem, courteous regard.
AGENDA ITEM NO.: 8B.  
AGENDA DATE: November 19, 2015

PRESENTED BY: Karen Daly, City Manager

ITEM: Consideration and possible action on a resolution casting votes for the election of members to serve on the Williamson County Central Appraisal District Board of Directors.

STRATEGIC GUIDE POLICY: Leadership

ITEM BACKGROUND: The Williamson County Appraisal District requests that Hutto City Council, and other taxing jurisdictions within Williamson County, determine (by resolution adopted by its governing body) how to cast their allotted number of votes (30) for the election of members to the Williamson County Central Appraisal District Board of Directors. The votes must be submitted to the Chief Appraiser before December 15, 2015.

At the October 1, 2015 City Council meeting, the City Council nominated Rufus Honeycutt. At the November 1, 2015, Leadership and Legislative Committee meeting, the members recommended casting all 30 votes for Mr. Rufus Honeycutt.

BUDGETARY AND FINANCIAL SUMMARY: Not applicable.

RELATED COUNCIL COMMITTEE OR ADVISORY BOARD RECOMMENDATIONS: The Leadership and Legislative Committee recommends that all 30 votes be given to Mr. Rufus Honeycutt.

CITY ATTORNEY REVIEW: Not applicable.

STAFF RECOMMENDATION: Staff recommends approval of the resolution casting votes for the election of members to serve on the Williamson County Central Appraisal District Board of Directors.

SUPPORTING MATERIAL:
1. Resolution - WCAD Ballot
RESOLUTION NO.

A RESOLUTION OF THE CITY OF HUTTO, TEXAS CASTING VOTES FOR THE WILLIAMSON COUNTY APPRAISAL DISTRICT BOARD OF DIRECTORS.

WHEREAS, §6.03 of the Texas Property Tax Code provides for the governing body of each taxing unit to cast votes for individuals nominated for the Williamson Central Appraisal District Board of Directors; and

WHEREAS, the City of Hutto is entitled to 30 votes which may be cast for individuals nominated for the Board of Directors; and

WHEREAS, the City Council wishes to cast its 30 votes as set forth below,

NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF HUTTO, TEXAS, that the City Council hereby casts all 30 votes for candidate Rufus Honeycutt.

The City Council hereby finds and declares that written notice of the date, hour, place and subject of the meeting at which this Resolution was adopted was posted and that such meeting was open to the public as required by law at all times during which this Resolution and the subject matter hereof were discussed, considered and formally acted upon, all as required by the Open Meetings Act, Chapter 551, Texas Government Code, as amended.

RESOLVED this 19th day of November, 2015.

CITY OF HUTTO, TEXAS

ATTEST:__________________________

Debbie Holland, Mayor

Seth Gipson, City Secretary
AGENDA ITEM NO.: 9A.  
AGENDA DATE: November 19, 2015

PRESENTED BY: Helen Ramirez, AICP, Director, Development Services

ITEM: Presentation regarding the Transportation Development Plan (TDP).

STRATEGIC GUIDE POLICY: Growth Guidance

ITEM BACKGROUND:
The City of Hutto Transit Development Plan (TDP) will provide an assessment of transit opportunities and the associated requirements for increasing public transit service to the City of Hutto; will identify and design transit alternatives that consider the varied needs of the area's growing population and employment markets; and develop service and financial plans for future transit options.

Capital Metro has carried out extensive public involvement and outreach and has completed the attached Existing Conditions Report. This report includes goals and objectives recommended for the City to establish a baseline or starting point for public transit in Hutto.

BUDGETARY AND FINANCIAL SUMMARY:
Not applicable.

RELATED COUNCIL COMMITTEE OR ADVISORY BOARD RECOMMENDATIONS:
Not applicable.

CITY ATTORNEY REVIEW:
Not applicable.

STAFF RECOMMENDATION:
Not applicable.

SUPPORTING MATERIAL:
1. Hutto TDP Existing Conditions Report Final Draft
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1. Introduction

The City of Hutto, part of the Austin-Round Rock-San Marcos metropolitan statistical area (MSA), had a 2010 population of 14,698 residents and has a 2014 U.S. Census Bureau-estimated population of 21,170, a 44 percent increase. Hutto has undergone a major transformation over the past decade from a rural Texas farm town of 1,250 in the Year 2000 to one of Austin’s fastest growing suburbs. This growth has been spurred by affordable housing and quality public schools coupled with the opening of Highway 130 (SH 130) on the new Central Texas Turnpike System. Hutto is located 28 miles northeast of Austin on SH 130.

This study is being developed to serve as a local transit development plan for the City of Hutto that focuses on the implementation of transit service that will serve the needs within the city limits and connect to existing and future regional transit options to form a regional transit network that would improve mobility, reduce the region’s carbon footprint, and slow the increase of congestion on roadways. Capital Metro and the city have undertaken this study to assist Hutto in developing and realizing its public transit goals and to help advance regional mobility goals.
Figure 1: Hutto City Limits (2014)

Source: City of Hutto, NAIP 2014 Aerial Imagery.
2. Goals and Objectives

Transit system performance must be measured based on goals and standards that reflect the operating environment and values of the community it serves. The goals and objectives recommended for the City of Hutto were created to establish a baseline. These measures are meant to be a starting point for Hutto and Capital Metro to build on and further develop in the future. In order to achieve the stated goals and objectives, Hutto will need to establish performance measures and begin tracking and monitoring service performance.

2.1 Goals and Objectives

The project team developed goals, objectives, and strategies with the intention of developing public transportation options that interconnect Hutto residents with both local and regional employment and other activity centers in Central Texas.

Goal 1: Provide a safe, reliable, efficient, and accessible transportation option for residents of and visitors to the City of Hutto.

Objective: Implement a transit service that is efficient and reliable by meeting or exceeding established standards of performance.

- **Strategy**: Identify key performance indicators specific to Hutto; establish standards for these indicators that correlate with effective service delivery.
- **Strategy**: Establish a schedule for service evaluation and follow-up remedial actions.
- **Strategy**: Improve productivity in the service area.

Goal 2: Address the mobility needs of the residents of Hutto.

Objective: Improve access to employment, healthcare, shopping, and recreation.

- **Strategy**: Evaluate possible connectivity to other modes of local transportation.
- **Strategy**: Evaluate the existing services to ensure they work together with proposed services to provide a seamless system when and where it is needed.
- **Strategy**: Develop routing to provide access to some of the major destinations in the city.

Goal 3: Develop a local system that operates effectively and continues to develop regional transit options connecting the local community to the region.

Objective: Provide access to activity centers today with an understanding of where future regional transit infrastructure is proposed to be located.

- **Strategy**: Submit regional transit projects to the CAMPO Transportation Improvement Plan (TIP).
- **Strategy**: Develop funding strategies over time for local transit system.
- **Strategy**: Remain committed to a regional system to provide residents with access to Austin and visitors with access to Hutto.
These goals and objectives are meant to be a starting point and will continue to be refined throughout this project, as well as in the future, to best meet the needs of the residents of the City of Hutto.
3. Demographic Profile

3.1 Population Density
Total population in the 2000 decennial census in Hutto was 1,250. In 2010 that number grew to approximately 14,700, and this trend is expected to continue as the implementation of SH 130 has made Hutto one of the fastest growing suburbs in the Austin region. Newer development south of US 79, which bisects the community, is the most densely populated area of the city.

Existing data does not fully capture the growth that has occurred over the past few years, and thus is not able to fully depict the population, which was estimated at over 21,000 in 2014. Figure 2 illustrates the 2013 population density of Hutto.

3.2 Employment Density
Employment numbers are small in Hutto, as much of the growth has taken the form of housing. This also means that many services are not available to residents within city limits. Employment is concentrated in areas near old town and the area north of US 79 just west of SH 130 around the Home Depot and Lowe’s. The major employers in Hutto are shown in Table 1, and employment density is illustrated on Figure 3.

The employment density shown in Figure 3 does not necessarily depict the current conditions of employment density in the area. The most recent available data for employment density comes from the American Community Survey (ACS) 2013 Five-Year Estimate. A sample of data is collected each of the five years and then aggregated to develop an estimate at the end of the five years. The 2013 estimate consists of data from 2009 to 2013. As Hutto is changing very rapidly, it is difficult for the best available data to keep pace with the rate of development experienced in Hutto.

<table>
<thead>
<tr>
<th>Employer</th>
<th>Industry Type</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hutto ISD</td>
<td>Education</td>
<td>813</td>
</tr>
<tr>
<td>Home Depot</td>
<td>Retail</td>
<td>150</td>
</tr>
<tr>
<td>Lowe’s</td>
<td>Retail</td>
<td>125</td>
</tr>
<tr>
<td>YMCA</td>
<td>Recreation, Community Service</td>
<td>124</td>
</tr>
<tr>
<td>Covert Ford</td>
<td>Auto Sales</td>
<td>95</td>
</tr>
<tr>
<td>F.L. Crane &amp; Sons</td>
<td>Construction</td>
<td>89</td>
</tr>
<tr>
<td>City of Hutto</td>
<td>Government</td>
<td>85</td>
</tr>
<tr>
<td>Texas Fixtures</td>
<td>Manufacturing</td>
<td>68</td>
</tr>
<tr>
<td>A.R. Machining</td>
<td>Manufacturing</td>
<td>65</td>
</tr>
<tr>
<td>Chilli’s</td>
<td>Restaurant</td>
<td>60</td>
</tr>
</tbody>
</table>

Table 1: Major Employers in Hutto

Figure 2: Population Density (2013)

Source: U.S. Census Bureau, ACS, City of Hutto.
Figure 3: Employment Density (2013)

Source: U.S. Census Bureau, ACS, City of Hutto.
3.3 Population Over 65 Years of Age
The higher percentages of residents aged 65 or older (above 10 percent) occur on the southeast side of the city, including areas within the city’s extra-territorial jurisdiction (ETJ). The residential areas in much of the northern portion of the city have a senior population of between seven and ten percent. The senior population south of US 79 is fairly evenly divided between zero to three and four to six percent. Figure 4 illustrates the distribution of the senior population in the city. There is a 61-unit (48 single-bedroom and 13 two-bedroom) senior living community being developed in an area that has a zero to three percent of the population over 65.

3.4 Population Under 18 Years of Age
With the exception of the old town which has very few, a significant portion of the city north of US 79 has a high percentage (36 to 40 percent) of the population that is 18 years of age or under. This also continues outside of the existing city limits of Hutto into the ETJ. South of US 79, Hutto generally has between 26 and 35 percent aged 18 or under of the total population.

3.5 Zero-Car Households
Most of Hutto is shown to have very few zero-car households. The one area where this number increases to three percent is the area north of US 79 and west of County Road 119. Similarly, the area on the west side of the city south of US 79 has two percent of total households that do not have access to a vehicle.

3.6 Median Household Income
Most of the community north of US 79 has a median household income of between $80,000 and $110,000. Much of the central area of the city south of US 79 has a median household income of $50,000 to $80,000. South and west of the core of the city, there are a couple of pockets of median household income between $80,000 and $110,000. Finally, there are a few small areas within the city limits with a median household income of over $110,000.
Figure 4: Percent of Population Age 65 and Older (2013)

Source: U.S. Census Bureau, ACS, City of Hutto.
Figure 5: Percent of Population under Age 18 (2013)

Source: U.S. Census Bureau, ACS, City of Hutto.
Figure 6: Percent of Driving-Age Population with Zero Car Availability (2013)

Source: U.S. Census Bureau, ACS, City of Hutto.
Figure 7: Median Household Income (2013)

Source: U.S. Census Bureau, ACS, City of Hutto.
3.7 Community Facilities

This section provides an inventory of community facilities and other types of activity centers in Hutto and Williamson County that may be important locations for transit to serve.

3.7.1 Within City Limits

**Hutto Public Library** – The Hutto Public library provides educational, informational, and recreational services for its patrons in and around the community. The library is open from noon to 8:00 p.m. on Tuesdays and Thursdays, noon to 6:00 p.m. on Mondays and Wednesdays, 10:00 a.m. to 2:00 p.m. on Saturdays, and is closed on Sunday and Monday. For adults, the library offers Senior Game Days on Fridays from 10:00 a.m. to noon, Hooks and Needles (where adults can learn to knit or crochet) on Tuesdays and Fridays from 10:00 a.m. to noon, and a book group on the last Thursday of the month. For children the library offers Preschool Story Time on Thursdays from 10:30 a.m. to noon and Home School Day on Wednesdays from 10:15 to 11:45 a.m. The library also offers public computers, free WiFi, and a summer reading program for kids.

**The Trails at Carmel Creek** – Construction began in the fall of 2014 on a 61-unit mixed-income apartment community for people aged 55 and older. This senior housing includes 48 single-bedroom apartments and 13 two-bedroom apartments. Twenty seven of the units are located in a two-story elevator building that includes community activity spaces and the leasing offices. The remaining 34 units are single-story units with carports. This independent living senior community will offer services that encourage health and wellness, facilitate social interaction, and foster creativity. Community spaces will include a multipurpose room, an auditorium, a business center, a fitness center and laundry facilities. The community is under construction (as of July 2015), and is expected to open in late 2015.

**Hutto Family YMCA** – The Hutto Family YMCA opened in January of 2014. The center provides Hutto residents a fitness center, free-weight area, group exercise studio, cardio theater, child watch center and Kids Gym, indoor playscape, indoor aquatics center, full-size gymnasium, locker rooms, and the Zone (for ages 8 to 12).

**Hutto Food Pantry** – In collaboration with several Hutto area churches, the Lutheran Church provides a food pantry for residents living within the Hutto ISD or City of Hutto boundaries. Items available include fresh fruits and vegetables, canned and non-perishable foods, frozen meats, toiletries, cleaning supplies and paper products. The food pantry also has baby products on occasion. The City of Hutto, Hutto ISD, and area businesses and community groups sponsor food drives.

**The Sandbox at Madeline’s Place** – The Sandbox is a nonprofit teen center and volleyball facility dedicated to high school and middle school students throughout Hutto. The mission is to empower teens to navigate adolescence safely, happily, and with a healthy sense of self. This mission is carried out through recreational activities, relationship building, and mentoring.

**Beyond The Limits** – Beyond The Limits attempts to reach members of the special needs community and provide care and support to the greatest extent possible. A Day Habilitation Center is a place where adults with intellectual or developmental disabilities can gather to learn social and life skills. The center sits on over an acre, allowing for activities that include a walking trail, horseshoe pit, gardens, a pond, and a patio that is regularly used to eat lunch and relax with friends. The organization started a pilot program with the City of Hutto and the Keep Hutto Beautiful program to serve as a drop-off center for cardboard for recycling.
**East Williamson County Higher Education Center** – Located on 57 acres along SH 130, the East Williamson County Higher Education Center-Hutto (EWCHEC) is a multi-institutional teaching center that provides various educational opportunities and workforce readiness programs to East Williamson County. Temple College and Texas State Technical College- Waco partnered to bring college courses and workforce readiness programs with certificate and licensure opportunities to the EWCHEC in Hutto. Students can complete a certificate or associate’s degree or transfer to one of several university partners to complete a bachelor’s degree. Phase 1 includes a 113,000 square foot facility. As the only Texas mandated technical college system, Texas State Technical College (TSTC) is designed to work with local business and industry partners to design training programs specific to area employer needs that lead to technical jobs throughout the State. TSTC at EWCHEC was established to provide advanced manufacturing, information science, and industrial training within the greater Austin region. TSTC works with manufacturers and industries to develop targeted short-term and/or degree-level technical training. TSTC offers certificate and associate programs in Air Conditioning, Building Construction, Culinary Arts, Industrial Systems & Engineering Technology, Electrical Construction, Plumbing & Pipefitting, and Welding. Texas A&M University-Central Texas also joined the campus and currently offers undergraduate business courses and select graduate courses.

### 3.7.2 Outside City Limits

**Switzer Senior Center (Taylor)** – The Senior Center is available to nearby residents who are 50 years and older for recreational, social, educational, and informational activities and classes. These often include holiday parties, bingo, support groups, and others throughout the year, with most events being free of charge. The center also has a resource area that provides information about local services available to seniors.

**Shepherd’s Heart Food Pantry (Taylor)** – Shepherd’s Heart is a partner agency of the Capital Area Food Bank. The Pantry is a faith-based partnership between the Taylor Area Ministerial Alliance and volunteers dedicated to serving the Taylor area with food, clothing, and emergency shelter. Shepherd’s Heart is open Tuesday through Friday, 1:00 to 3:00 p.m. and on Saturdays, 9:00 to 10:30 a.m. The Pantry’s Thrift Shop is open on Tuesdays, 1:00 to 3:00 p.m. and on Saturdays, 9:30 to 11:30 a.m. The Food Pantry is not subsidized by government programs, but, as a Partner Agency of the Capital Area Food Bank in Austin, the center is able to purchase discounted food each month.

**Round Rock Serving Center (Round Rock)** – Provides a food pantry and limited financial assistance for people in the service area for rent, mortgage, utilities (electric, gas, water), and long-distance bus tickets. Utility assistance is available only if the utilities are on. Assistance for people under age 60 is very limited. People age 60 and older may walk in any time during the hours of operation to apply for services.

**Agape Food Pantry (Taylor)** – Open to anyone of need on the first and third Friday of the month from 6:30 to 7:30 p.m.

**Taylor Dialysis Center** – DaVita operates a dialysis center in Taylor at 3100 West 2nd Street (US 79). This center is approximately seven miles from downtown Hutto.

**Round Rock Dialysis Centers** – There are several dialysis centers in Round Rock including the Renal Care Group (Fresenius) at 1499 E Old Settlers Boulevard, Satellite Healthcare Dialysis at 16010 Park Valley Drive, and the DaVita Dialysis Center at 2120 N Mays.
Bluebonnet Trails Community Services – The Bluebonnet Trails serves the greater Austin area. In Williamson County there are several locations including one in Hutto which provides Behavioral Health and Family Health Care service. There is also a larger facility in Round Rock that offers assistance and support in the following areas: Autism, Behavioral Health (BH), BH Employment Assistance, Crisis Services, Early Childhood Intervention, Intellectual Developmental Disabilities (IDD), IDD Supported Employment, Justice Involved, Substance Use, and Supportive Housing.

4. Existing Land Use

Existing land use in Hutto is primarily medium density residential (approximately 46 percent). Residential areas in Hutto in which there are between three and eight single-family residential units per acre are defined as a Mid Density Residential land use. Other residential uses make up approximately eight percent of total land use, for a total residential use of 54 percent. The Low Density Residential land use type is defined as having less than three single-family residential units per acre, and Mixed Use Residential land uses must be at least 60 percent residential with a density in the residential portion of at least 8 residential units per acre.

The city’s combined commercial uses (Business Park, Commercial, and Mixed Use Retail) total approximately 26 percent of land use. The Historic Overlay District also includes some retail. A land use pattern focused on residential land uses over retail and business park/employment uses indicates that most residents commute outside the city daily to reach places of employment and shopping, entertainment, and social service destinations. This land use pattern also tends to be more compatible with a demand-response transit service and/or commuter-type services. Table 2 provides a summary of the existing land uses within the city limits. A map of the existing land use is provided as Figure 8.

Table 2: 2014 Land Use within the City Limits of Hutto

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Acres</th>
<th>Percent of City Limits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Park</td>
<td>36</td>
<td>1%</td>
</tr>
<tr>
<td>Commercial</td>
<td>507</td>
<td>10%</td>
</tr>
<tr>
<td>Historic Overlay District</td>
<td>208</td>
<td>4%</td>
</tr>
<tr>
<td>Institutional</td>
<td>320</td>
<td>6%</td>
</tr>
<tr>
<td>Low Density Residential</td>
<td>173</td>
<td>3%</td>
</tr>
<tr>
<td>Mid Density Residential</td>
<td>2,393</td>
<td>46%</td>
</tr>
<tr>
<td>Mixed Use Residential</td>
<td>285</td>
<td>5%</td>
</tr>
<tr>
<td>Mixed Use Retail</td>
<td>763</td>
<td>15%</td>
</tr>
<tr>
<td>Recreation and Floodplain</td>
<td>554</td>
<td>11%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>5,240</td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: City of Hutto, 2015.
Figure 8: Land Use in the City of Hutto (2014)

Source: City of Hutto, 2014.
5. **Existing Transit Services near Hutto**

5.1 **CARTS SERVICE**

CARTS provides east-west Interurban Coach service between Round Rock and Taylor with a stop in Hutto on the Silver Route. There are five daily, weekday trips in each direction from the Downtown Hutto Bus Stop, two of which provide a timed transfer to Austin (on the southbound Red Route. The CARTS stop in Hutto is located in the downtown area at 202 Farley Street. CARTS does not provide demand-response service within the city limits of Hutto.

![CARTS Station](image)

Table 3: CARTS Silver Route Schedule for Downtown Hutto Bus Stop

<table>
<thead>
<tr>
<th>Westbound (to Round Rock)</th>
<th>Eastbound (to Taylor)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:45 a.m. (timed transfer to Austin at Round Rock CARTS Station)</td>
<td>8:15 a.m.</td>
</tr>
<tr>
<td>8:55 a.m.</td>
<td>9:25 a.m.</td>
</tr>
<tr>
<td>1:45 p.m. (timed transfer to Austin at Round Rock CARTS Station)</td>
<td>2:15 p.m.</td>
</tr>
<tr>
<td>2:55 p.m.</td>
<td>3:25 p.m.</td>
</tr>
<tr>
<td>4:05 p.m.</td>
<td>4:30 p.m. (this trip from Round Rock to Hutto/Taylor provides a connection opportunity with the CARTS Red Route heading north from Austin to Round Rock; this is the only return trip from Austin to Hutto/Taylor)</td>
</tr>
</tbody>
</table>

Source: CARTS, 2015.

5.2 **Capital Metro Service**

5.2.1 **Express Bus Service**

The Tech Ridge Park & Ride is a commuter hub for north Austin, featuring a transfer route to Howard Station, a dedicated express route, and access to the popular 801 MetroRapid and 1 Metric/South Congress routes. CARTS operates service between Round Rock/Georgetown to the Tech Ridge Park & Ride. For Hutto residents, the Tech Ridge Park & Ride is the closest Park & Ride/Transfer Center, as it is located approximately 15 miles west of the city.
5.2.2 Commuter Rail Service

Capital Metro’s MetroRail provides rail service between downtown Austin and Leander Monday through Friday in the morning and evening peak periods. No mid-day service is provided. On Saturdays, northbound service terminates at the Lakeline Station, and MetroRail does not operate on Sundays. Although the service does not operate in Hutto, the Howard Station is approximately 16 miles west of Hutto by car.

5.3 Greyhound Bus Service

Hutto does not have Greyhound bus service in the city limits. The nearest Greyhound bus stations are located in Round Rock at the CARTS Greyhound Station at 402 W Bowman Drive, or in Georgetown at the CARTS Georgetown Bus Station at 3260 South Austin Avenue. The route serving the Round Rock and Georgetown stations provides a connection to the Austin Bus Station where passengers then transfer to routes heading to cities such as Dallas, Houston, and San Antonio.

5.4 Amtrak Rail Service

Hutto does not have Amtrak service in the city limits. The nearest Amtrak station is in Taylor, about nine miles east of Hutto. There are also stations to the south of Hutto in Austin and to the north in Temple. The Texas Eagle route stops in Taylor once daily in each direction, heading south towards San Antonio and north towards Saint Louis and Chicago.

5.5 Non-Profit Services

Drive a Senior Round Rock/Pflugerville provides free transportation for anyone aged 60 or older in Pflugerville, Round Rock, North Austin, and parts of Hutto. The areas of Hutto that will be served were not identified on the www.volunteerdriving.com website, but service is scheduled to begin in January for Hutto seniors. A unique aspect of this particular Drive a Senior affiliate is that it offers a van service to local HEB and Walmart stores Monday through Thursday. The van schedule as accessed on www.volunteerdriving.com in September, 2015, is shown in Table 4. In addition to the shopping van service, Drive a Senior offers demand-response services for non-wheelchair-bound seniors that include curb-to-curb, door-to-door, and door-through-door services.

<table>
<thead>
<tr>
<th>Day of Week</th>
<th>Destination</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>HEB, Pflugerville (Hwy 685 &amp; Pecan)</td>
</tr>
<tr>
<td>Tuesday</td>
<td>Walmart, Round Rock (Hwy 79)</td>
</tr>
<tr>
<td>Wednesday</td>
<td>HEB Plus, Round Rock (Hwy 79)</td>
</tr>
<tr>
<td>Thursday</td>
<td>Walmart, Pflugerville</td>
</tr>
<tr>
<td>Friday</td>
<td>No rides at this time</td>
</tr>
<tr>
<td>Saturday</td>
<td>Van service not offered on weekends</td>
</tr>
<tr>
<td>Sunday</td>
<td>Van service not offered on weekends</td>
</tr>
</tbody>
</table>

5.6 Taxi and Other Demand-Response Car Services
A company called A Cheap Ride offers taxi service and airport transportation in Hutto. A defining feature of the service is its flat-rate fare structure. The company is based in Round Rock and offers local service in Round Rock, Brushy Creek, Pflugerville, and Hutto. Airport and other longer distance services are available for many cities outside of this local-service area.

Lyft, an on-demand ride service, includes Hutto in its Austin service area. Rides within Hutto are estimated on the Lyft website to range from $6 to $11. A fare for an example trip a Hutto resident might take from downtown Hutto (Texan Café, for example) to Dell Diamond Park where the Round Rock Express play would cost approximately $11 dollars using Lyft.

Uber is also present in the Hutto area. Although Hutto is not technically shown to be within the Austin service area on the Uber website, Uber’s fare estimator tool does provide a fare estimate when a Hutto origin and a Hutto destination are plugged into the tool. UberX fares within Hutto appear to range from $5 to about $12. A fare for an example trip a Hutto resident might take from downtown Hutto (Texan Café, for example) to Dell Diamond Park where the Round Rock Express play would cost between $8 and $11 dollars using UberX.

5.7 Agency/Facility-Specific Shuttle Services
Currently, there are no known shuttle services organized by specific agencies or facilities in Hutto. A senior living community in Hutto is planned and is under construction, however no shuttle service is currently planned for the community.
6. Review of Relevant Plans

The following plans include useful information for achieving multi-modal planning objectives. The most directly relevant regional plans are Project Connect, which acts as the system plan for the Central Texas region, and the Project Connect: North Corridor Plan. The Lone Star Rail Project proposes the implementation of commuter rail between Georgetown, Austin, and San Antonio.

While the service areas in these plans are different than that of the City of Hutto, having a clear understanding of regional and neighboring services allows the city to develop transit options that are complementary to regional and other local services both in the short- and long-term.

6.1 Regional Plans

6.1.1 Project Connect: North Corridor Plan

Project Connect was developed by the project partners in the Central Texas region to coordinate transportation options. The Project Connect High-Capacity Transit System Plan provides a framework for moving forward with high-capacity transit in Central Texas, with the goal of including the fiscally constrained portions of the Project Connect System Plan in the Capital Area Metropolitan Planning Organization’s 2040 Regional Transportation Plan (CAMPO 2040) and implementing the components of the plan as fiscally feasible. Project Connect is the vision for Central Texas’s high-capacity transit system. Linking activity centers within the fastest growing region in the country, Project Connect aims to connect people, places, and opportunities in an easy, efficient way. The vision unites efforts to develop the best solutions for getting around Central Texas and addressing regional growth challenges.

During the Project Connect study, Hutto was part of the Northeast Corridor. However, the North Corridor is more important to Hutto in the short term, as improvements in the North Corridor are seen as a higher priority than those proposed in the Northeast Corridor, and Hutto lies on the edge of both corridors.

From 2005 to 2035, the region’s population is forecasted to increase by 123 percent, with employment increasing by 135 percent. Half the population of Williamson and Travis counties are projected to reside in the North Corridor by 2035 and 55 percent of all jobs in the five-county region will be located in the North Corridor. The North Corridor extends north from approximately US 290 north of downtown Austin, and generally follows IH 35 north of the City of Georgetown, as shown in Figure 10. Additionally, 14 of the 38 regional growth centers (areas with a dense mix of employment, housing, and retail) identified in the CAMPO 2035 plan are located in the North Corridor. With this significant population and employment projected to reside in the North Corridor by 2035, the Project Connect: North Corridor Study was initiated as one of the first projects to advance elements of the regional plan. High-Capacity transit improvements are expected to:

- Provide direct and frequent service between Austin’s core and the North Corridor
- Link activity centers in the North Corridor with Connect and Rapid service
- Serve both traditional and new target transit markets
- Maximize both existing vacant and planned future land use opportunities
- Offer a scalable and expandable transit network

Capital Metro, CAMPO, the Lone Star Rail District, and the cities of Austin, Pflugerville, Round Rock, Georgetown, and other partners are working together to improve long-term mobility and accessibility in the North Corridor. The North Corridor team began an alternatives analysis in June 2012 by collecting...
public input on the issues facing the corridor. The project identified transportation problems within the corridor (“purpose and need”); determined feasible alternatives to address those problems; analyzed, evaluated, and refined alternatives; and selected a locally preferred alternative (LPA). Options considered included both roadway and transit projects, and while not all projects will connect to Hutto, future connections may be possible as recommendations of this study. For the sub area that includes the Cities of Georgetown, Round Rock, Pflugerville, and Hutto, major elements of the plan include the following, and are illustrated in Figure 10.

- Utilizing Capital Metro’s express and connect bus services to provide transit options within the Corridor, like Round Rock’s University Boulevard Center to Cedar Park and Round Rock’s established Park & Ride center to Hutto, and linking the centers from Georgetown to central Austin.
- Extending Capital Metro’s premium MetroRapid service from The Domain to Round Rock and Georgetown.
- New express routes from Georgetown and Round Rock to leverage investments in the new express lanes along MoPac.
- Moving forward with Lone Star Rail District’s plans for commuter rail from Georgetown through Austin to San Antonio.
- Initially using the MoKan Corridor from Pflugerville to downtown Austin as a dedicated busway with limited stops. Corridor preservation would allow for the bus way to be extended to Georgetown in the future.
Figure 9: Extent of Project Connect North Corridor

Source: URS, 2011.
Figure 10: Project Connect: North Corridor Study LPA

Source: Capital Metro, 2014.
6.1.2 CAMPO 2035 (and updated 2040)

The CAMPO 2035 plan is a long-range plan that specifies a set of investments and strategies to maintain, manage, and improve the surface transportation system in the five-county region of Williamson, Travis, Hays, Caldwell, and Bastrop Counties in Central Texas. Major transit projects recommended in the plan include:

- Urban commuter rail (MetroRail)
- Urban Rail
- Intercity passenger rail (LSTAR)
- Intercity bus service
- Express bus and commuter bus
- Rapid bus (MetroRapid)

Based on the 2035 plan’s fiscally constrained analysis, approximately $28.4 billion would be available to construct, operate, and maintain the regional transportation system over the 25-year timeframe (2010-2035), with $2.9 billion dedicated to transit capital expenditures and $10.3 billion dedicated to operations and maintenance (O&M).

CAMPO 2035 was the basis for the Project Connect System Plan. The Project Connect team worked with CAMPO on the development of the Project Connect System Plan to ensure that the fiscally constrained portions of the System Plan would then inform the planning process for CAMPO 2040.

The process to update the regional transportation plan, CAMPO 2040, began in May 2013. The process to update the plan will take two years, and the ultimate plan will include the recommendations of the Transit Working Group (TWG).

6.1.3 Lone Star Rail Project

The Lone Star Rail Project is the central element of the Lone Star Rail District (LSRD), which is an independent public agency authorized by the Texas Legislature in 1997 and created in 2002. LSRD is governed by a board of directors made up of representatives of member cities and counties, various planning and transit agencies, the business community, and general public. Its planning area covers Williamson, Travis, Hays, Comal, and Bexar Counties.

The Federal Highway Administration (FHWA), Texas Department of Transportation (TxDOT), and the LSRD began an Environmental Impact Statement (EIS) for proposed passenger rail line that would travel along the IH-35 corridor connecting the greater Austin and San Antonio metropolitan areas. Agency and public scoping meetings were held in January 2015.

The LSRD has worked closely with the Union Pacific Railroad (UPRR), as a major stakeholder, to evaluate operational scenarios for joint freight and passenger operations within UPPR’s existing system. A potential alternative to be evaluated in the EIS includes development and operation of passenger rail service within the abandoned MoKan railroad right-of-way between Georgetown and Round Rock, and along the existing UPRR corridor between Round Rock and San Antonio. A branch route providing passenger rail service between Round Rock and Taylor along the existing UPRR corridor could also be evaluated.

A potential alternative could include development of a freight bypass to accommodate some existing freight rail traffic that could be displaced by the proposed passenger rail operations. The proposed freight rail bypass could extend from near Taylor along a greenfield alignment to Seguin. From Seguin,
the proposed freight rail bypass could follow existing UPRR right-of-way and terminate near downtown San Antonio.

The need for the proposed project stems from the rapid growth occurring in Central Texas. Congestion within the IH 35 corridor has resulted in decreased mobility and travel time reliability for both travelers and freight transporters. The deficiencies of the existing transportation network, including lack of modal transportation options and limited roadway capacity, contribute to decreased regional air quality, increased crash rates, and diminished quality of life for residents living in proximity to IH 35.

The Lone Star Regional Rail Project would provide regional passenger rail service connecting communities along the IH 35 corridor between the metropolitan areas of Austin and San Antonio, including north of Austin terminating in Georgetown. As currently envisioned, the project would span approximately 120 miles across Williamson, Travis, Bastrop, Hays, Caldwell, Comal, Guadalupe, and Bexar counties. Based upon previous studies, the purpose of the proposed project is to improve mobility, accessibility, transportation reliability, modal choice, safety, and facilitate economic development along the IH 35 corridor in Central and South Texas.
Figure 11: Lone Star Rail Project

Source: Lone Star Rail District, 2015.
6.2 Local Plans

6.2.1 Hutto 2040: A Comprehensive Plan

Hutto 2040: A Comprehensive Plan was approved May 7, 2015, begins by noting that Hutto’s population began to skyrocket in the early 2000’s, growing exponentially and earning the title of fastest-growing city in the U.S. The pace of growth decelerated with the recession but has picked back up in recent years. Future population estimates vary greatly depending on methodology. If the city grows at a pace similar to the years 2009 through 2013, about 200 residential permits per year, the population would be nearly 40,000 by 2040. If Hutto grows at a pace similar to 2014, with around 400 permits per year, the approximate population in 2040 would exceed 50,000, assuming a household size of 3.04 persons. Growth rates are dependent on a number of factors, but because the city has experienced a great deal of growth since 2000, it is likely that higher than normal growth will occur as long as housing remains affordable, the city remains safe, and the quality of schools remains high.

Hutto must now begin to address some of the issues associated with the high growth rates of the past decade and a half. One of the areas where the outcome of this growth is clear is in congestion levels on city streets. The Hutto 2040 plan describes four mobility goals, and associated objectives, as shown below.

Develop a transportation network which safely accommodates drivers, pedestrians, and cyclists

- Explore innovative mitigation of significant community barriers such as the railroad.
- Build the city’s street and road networks in accordance with the Thoroughfare Plan.
- Expand the city’s sidewalk network in accordance with the Pedestrian Mobility Plan.
- Develop a Transportation Master Plan.

Support efforts to serve Hutto with regional public transit, such as bus or rail

- Maintain an active and cooperative relationship with entities such as Lone Star Rail, CAMPO, and Capital Metro.
- Establish a Park-and-Ride location in Hutto.
- Promote existing services, such as CARTS, to citizens with special needs or without automobiles.

Ensure that transportation projects respect and preserve surrounding character to the greatest practical extent

- Design new streets to the surrounding and planned context to ensure appropriate geometry and design speed.
- Collaborate with state and regional entities to ensure that roadway design balances regional mobility goals with the unique needs and character of Hutto.

Provide a developed trail system to connect neighborhoods, commercial areas, schools and downtown to one another

- Develop Hutto’s trail system in accordance with the Parks, Trails and Open Space Master Plan.
- Maintain active participation in regional trail planning efforts.
The plan goes on to state that “At some point in the future, Hutto will likely be served by regional public transit. Maintaining an ongoing relationship with bus and rail entities will enable Hutto to plan and garner support for any upcoming transportation investments. In the meantime, the city will continue to support existing services and connect residents with all available transit options.” This transit development plan represents the first step in supporting regional efforts to serve the city with public transportation.

6.2.2 Hutto Old Town Master Plan

The 2009 Hutto Old Town Master Plan does not describe public transportation. However, it does discuss the importance of connectivity to and within the Old Town District. Short city blocks make the area attractive to both automobiles and pedestrians, so safety will continue to be important. Similarly, the Texas Department of Transportation (TxDOT) plans to upgrade US 79, which bisects the city east to west, to a six-lane divided major arterial before 2030. FM 1660 is also proposed to be expanded and realigned (realignment will only be done on the south side of the city, not through Old Town) in the coming years, which could slow the growth of traffic on US 79. Regardless, the Hutto Old Town District sits adjacent to US 79 and traffic is expected to increase as more residents move into the city and other surrounding areas.

Parking is another concern in the district and the Old Town Master Plan describes options for angled parking on several streets within the district. If bus service is implemented in Hutto, buses would likely be smaller vehicles, but allowances must be made to ensure these vehicles can traverse streets within the district.

6.2.3 Hutto Pedestrian Mobility Plan

While the 2012 Hutto Pedestrian Mobility Plan does not describe public transportation, a highly connected community is more likely to use public transportation if potential passengers can safely and efficiently get to and from it stops. Citywide nearly half of the streets have sidewalks, due in large part to new developments being required to have them on both sides of the street. However, in Old Town sidewalks are nearly nonexistent. Additionally, many of the larger collector and arterial streets also lack sidewalks. In a survey conducted during the plan, 79 percent of respondents said that a portion of their child’s walk to school was made without a sidewalk. Sidewalks and trails are valuable both for transportation and recreational activities. The plan proposes sidewalk and trail connection projects that fall in one of four categories: improves city-wide connectivity, is included in the trails master plan, is a potential school route, or is identified in safe routes to school. With the implementation of the sixteen projects described in this plan, pedestrian mobility would be improved throughout Hutto. Moving forward with the Transit Development Plan, any facilities that would be constructed for transit service such as park-and-rides or transfer centers should be constructed in areas where sidewalks exist or are proposed to ensure passengers can easily walk or bike to these facilities.
6.2.4 Hutto Thoroughfare Plan

The 2011 *Hutto Thoroughfare Plan* has four goals. Goal 3 is to provide a network that encourages the use of multiple modes of transportation besides the private automobile, including walking, bicycling, and public transportation. Six policies/objectives were developed to achieve this goal, two of which specifically described public transportation:

- The City will stay updated on plans for regional rail and bus systems, and work with and encourage Capital Metro, TxDOT, CAMPO, and any other applicable agencies to extend rail and bus systems to Hutto to help serve the high number of commuters.
- The City will promote the usage of CARTS to citizens with special needs or without automobiles.

This Transit Development Plan represents the first step in supporting the efforts of the Thoroughfare Plan by working with Capital Metro and CARTS, as well as TxDOT, CAMPO, and the Lone Star Rail Project to serve the city with public transportation in the short- and long-term. On December 5, 2013, Hutto City Council approved a resolution of support concerning Project Connect. The resolution formally lends support to Project Connect but does not commit any funding. The city has also passed a resolution supporting the Lone Star Rail District.

6.2.5 Sustainable Places Project

The Sustainable Places Project (SPP) is a regional initiative to encourage development and investment decisions that promote healthy, sustainable, livable places that include feasible and affordable options for housing, jobs, and transportation. CAMPO 2035 identified 37 activity centers in the region where jobs and housing already exist. The intent is to have future growth of jobs and housing focused in these activity centers to create mixed-use environments that meet the needs of a wide variety of people.

Hutto was chosen as one of five cities to host a demonstration site of the city’s choosing. The City of Hutto chose Old Town Hutto and nearby undeveloped parcels for the demonstration area. The outcome of the demonstration was a set of plans and strategies to help the city move forward to make the site a “sustainable place.”

6.2.6 Hutto 2005-2015 Growth Guidance Plan

The 2005-2015 *Growth Guidance Plan* (GGP) provides a strategic approach for the physical build out of the City to identified growth boundaries through 2015. The intent is to achieve the orderly growth and development of the City to promote beneficial and appropriate land uses and supporting infrastructure.

In recent years, Hutto has been regularly identified as one of the fastest growing communities in the region and throughout the state of Texas. This description derives from key indicators regarding physical expansion of city boundaries, new construction activity, and increase in population.

In terms of physical expansion, the boundaries of the city expanded through the annexation of nearly 1,200 acres to include the US 79/SH 130 intersection to the Brushy Creek area. Additionally, the city gained 2,021 acres of extra-territorial jurisdiction (ETJ) around SH 130 in an ETJ property exchange with
the City of Round Rock to establish Hutto’s westward growth boundary and legal jurisdictional limit. Figure 12 shows the boundaries of the city limits, the extra-territorial jurisdiction, and the growth boundary area.

The City has tracked permits and final inspections since 2002, to more thoroughly understand construction activity. These figures indicate the fast pace of actual construction in Hutto. From 2002 to 2005, there was a 58 percent increase in permits issued; and a 66 percent increase in final inspections performed. While these numbers slowed in the years following, growth in Hutto continues to make it one of the fastest growing communities in the region.
Figure 12: City of Hutto Boundaries

Source: City of Hutto, 2005.
7. Conclusion and Next Steps

The City of Hutto has grown rapidly over the past decade, with much of this growth taking the form of low- to medium-density residential development. The current development pattern of the city results in the need to travel outside the city limits for many daily employment and shopping trips. The spread out, low-density nature of the city’s development and the predominance of housing in the city over employment, retail, and social service land uses present challenges to the implementation of a traditional, fixed-route bus service. In the near term, the growing population would likely be best served with enhanced commuter service to Austin and a demand-response service for trips within Hutto and the surrounding communities. As the city becomes more dense and develops a wider mix of land uses, the city’s transit system will also evolve to serve the changing needs of the City of Hutto.

This existing conditions report will be used to determine the most appropriate transit options for the City of Hutto. The final Transit Development Plan will also include results of the public input process, proposed transit options, potential costs, and operating options for the city to consider.
AGENDA ITEM NO.: 9B.  
AGENDA DATE: November 19, 2015

PRESENTED BY: David Reeves, IT Manager

ITEM: Work session concerning the Information Technology Master Plan.

STRATEGIC GUIDE POLICY: Infrastructure

ITEM BACKGROUND: A staff team of seven representing multiple departments was tasked with producing an Information Technology Master Plan that could provide the city with a road map for technological advances covering the next five years. The team selected and contracted with Fortium Partners to create the plan. This will be a high level presentation of the key elements of the plan.

BUDGETARY AND FINANCIAL SUMMARY: Not applicable.

RELATED COUNCIL COMMITTEE OR ADVISORY BOARD RECOMMENDATIONS: Not applicable.

CITY ATTORNEY REVIEW: Not applicable.

STAFF RECOMMENDATION: Not applicable.

SUPPORTING MATERIAL: 1. IT Master Plan
Information Technology Master Plan

August 2015

Plano, Texas
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Executive Overview

The City of Hutto has a history of teamwork within the City staff, and that has continued. There is a new promise of stability in technology and technology leadership and the management of the small Technology Team. Hutto’s rapid growth and the requirement for additional City leadership has infused new people and new ideas into the City leadership; however, “positive turmoil” and energy induced by the addition of fine new leadership works against stability, consistency and constancy in the Technology realm. These realities and a parallel lack of available resources have stifled the shift into modern technology that would be typical of a visionary City such as Hutto is becoming and toward which it will continue to transition. The technology has been underfunded for a period of time, causing little substantive progress to have been made until very recently. Many users have learned to do without and the technology delivery model has proven to be ineffective at times.

The growth rate of the City has increased the demands on all City staff while the budget has not allowed commensurate growth in Technology itself, in the number of Technology staff members (and, most likely, other departments’ staff as well) and improvements in the level of experience and capability. Some efforts had been initiated in the past to create a Technology strategy appropriate for a City like Hutto, but the past planning efforts were informal and proved to be inadequate. When the city hired an IT manager, it seemed to be an opportune time to evaluate the current Technology landscape and create an Information Technology Master Plan, a blue-print for the future of Technology within Hutto.

Senior city management formed the Technology Project Team (TPT) which would validate findings and provide direction during the assessment and plan development process. To fully comprehend an organization’s technological future goals, it is necessary to understand the current state of technology within the organization. A launch event and eight focus groups provided that insight, while also confirming the need for a formal planning effort.

TPT members participated in an attribute based modeling workshop which confirmed the current state of Hutto’s technology delivery model across ten key attributes (Governance, Acquisition, Funding, Projects, Accountability, Web/eGovernment, Application Sourcing, Security, IT Staff Reporting, and IT Staff Sourcing). The TPT then projected the desired future state of those same attributes for the City’s desired future technology delivery model.
The target business model for technology delivery for the City of Hutto is a centrally coordinated and empowered, but federated (shared) model with key oversight being provided by a top level Hutto Technology Oversight team (HTO).

The HTO will provide the governance for all technology within the City by establishing a set of procedures and priorities for the development of IT funding requests, for project accountability, and for replacement analysis. This approach will require all City departments working together to jointly plan for technology and cooperatively execute technology projects. All City departments will continue to adopt clear business strategies and targets that reflect the overall goals of the organization. Technology projects should be developed to support the attainment of those City-wide goals and business strategies, not the reverse.

The City’s acquisition process will be redesigned to use a clearly defined approach, with the process articulated and rigidly followed. Collaborative specification of standards and the adherence to those standards will be essential to reduce long term support and implementation costs.

The funding of technology projects reflects the priority of those projects. In an environment of limited funding, it is essential that the organization develop a more effective process for managing the funding of IT technology. Technology funding will be incorporated into the budgeting process, with a project lifecycle costing approach that includes all project costs and assesses project risks over a five year term. Projects which demonstrate a high return on investment, reduce process friction by integrating data, and adhere to hardware and data standards will receive priority for funding.

The City should establish a Project Management Information Office (PMO) and create a part-time position of Project Management Officer. This position will coach and mentor project managers as well as store and retrieve the definition of the standard framework for project processes, leadership, and reporting. It will act as a resource/consultant for almost all projects. The PMO will maintain a process library of best practices and project processes.

Key roles should be established for all projects, including the corporate sponsor, project manager, technology liaison, stakeholder departments. IT should be the corporate sponsor and/or project manager only on pure technology projects, such as network infrastructure. Clear processes and policies should be established for all segment of each project: pre-project, approval/initiation, project oversight, and post-project. Each project should end with an evaluation presented to senior management and to the HTO reporting the lessons learned. The PMO may be the project manager for enterprise application projects which impact multiple departments. The PMO will be
accountable to the HTO, and will coach and mentor individual business unit project managers as necessary.

Formal mechanisms for accountability will be developed and implemented, with management undertaking the responsibility to deliver projects on time and to develop appropriate plans. All projects must be considered in the context of the entire portfolio of organization applications and projects. Project ownership will be the responsibility of the departments for whom the project is implemented – not the IT group (except for pure technology projects), and the project owners will be responsible for the delivery of the project. Overall, an expectation of ‘delivering on commitments’ will be set throughout the organization.

The demographics and technology knowledge of the City’s population is continuing to accelerate as the overall population increases. As citizens continue to become more technology literate and connected and as energy costs continue to rise, eGovernment and utilization of the Internet will become mechanisms by which the City of Hutto will deliver more and more citizen and employee services using complementary technology platforms. This technology may be based on web, voice activated telephony, or video technologies – the key is that customers will not have to be physically present in a City facility to receive service. A recommended requirement for virtually all future application software applications should be availability of web-based capabilities/modules.

The City will seek to minimize the number of separate application vendors while seeking application systems and solutions that are at or close to “best-of-breed”. However, commonality with existing systems and data standards for all new systems are a requirement. Data standards will be set using a collaborative model that includes HTO, IT and all affected departments to allow all systems to be integrated or, at least, interfaced. The burden for such integration or interfacing will fall on the newest technology being implemented.

The City’s need for solid, well managed, customer friendly and clearly stated technology security policies is paramount. The requirement is for a resilient security strategy that “bends, but does not break” when facing intrusion and/or virus and other attacks, but facilitates excellent access for internal users to internal and external systems. Significant “external computer” access to Internet within City facilities for vendors, citizens and others will provide appropriate and limited “internal access” (e.g. printers) for these constituencies.

The IT department will have general responsibilities: consultative assistance to departments, engagement on all relevant projects, coordinating collaboration session with other departments’ technology staff, and support at negotiated Service Level Agreements (SLA) with all departments.
Hutto will be holding the application vendors accountable for providing the primary application support to the departments. Departments should have a dedicated non-technical “first responder” to be the liaison with the application vendor. Advanced levels of support will be a collaborative effort between the “first responder” and IT with the application vendor. High levels of seamless and active collaboration, cooperation and communication will be the norm and isolated operations will not be tolerated.

Outsourcing from vendors, specialists and consultants will provide specialized expertise for logical requirements: vendor support for “package applications”; at several levels of “one-off” efforts; specialized technology; independent viewpoint; off-hours desktop and other support; etc.

Several organizational changes are needed. Some should be embraced now, in the immediate time-frame and others can be delayed. Hutto needs to initiate a dialogue with the County to determine the governance and operational approach for the law enforcement technology, including both dispatch and records. Disconnecting from the County law enforcement systems would be a significantly large change that deserves its own plan, well beyond the scope of this report.

A permanent Hutto Technology Oversight team (HTO) which would be constituted of the most senior staff members in the City should be established and will function from a perspective of visionary and enterprise-oriented objectives. They are continuously engaged in technology form and function, an absolute requirement if this strategy is to succeed.

A strong HTO will eliminate the conflict that most organizations experience by believing that “it is up to IT” to meet their needs and figure out how to make it happen. The HTO, with significant input from other City and department management, should determine technology priorities and authorize technology implementation projects which reflect the identified priorities. Every technology project’s Delta Analysis, Cost Benefit Analysis, and a ROI Analysis will be reviewed by the HTO to determine the actual value of the project.

Although Hutto does not appear to have a need for a Director of IT (nor a true CIO) at this time, the City’s requirement for technology leadership will be moving from technical planning and implementation toward strategic planning and direction at some point in the not-too-distant future.

A new position called the Director of Information Technology (DIT) will soon be needed to provide a business (organizational) viewpoint and connection with all other departments as it intersects with technology. The position will most likely be an advisor to most of the senior management team.
The GIS (Geographical Information System) is being underutilized, but greater awareness in all departments of its potential and usefulness with an intentional agenda of awareness building by the existing GIS analyst is needed. Likewise, an existing staff member should be assigned the part-time role of Project Management Officer (PMO) to provide greater consistency in technology project processes. Other positions and structure changes, which will result in higher service levels from improved application of manpower, are provided in the following comprehensive plan.

Technology stewardship has historically been “thrown over the fence” to a vendor or the IT department. Hutto’s new technology model includes responsibilities for technology from two groups. The user departments have responsibility for their application systems and data while the IT department will have accountability to maintain the entire infrastructure from desktops to servers to communications. Internal IT staff will support most technology, including maintenance operations, secondary interface with application system vendors, normal-hours desktop and other support, work group technology (e.g. Microsoft Office Suite), and governance for externally provided services.

The transition to the new Technology Delivery Model is a significant undertaking and will certainly take many months and years to execute. The description of the transition for each attribute is provided within the comprehensive plan description. Also provided are recommended changes for general issues currently preventing Hutto from having the envisioned Technology Delivery Model. The most important philosophical shifts can occur, or at least begin to be planned, in the immediate term. Included in these are: the establishment of the Technology Oversight Team (HTO); enhancing the role of the IT organization to include additional IT staff members and addressing the relationship with the County for law enforcement technology governance. A project leveraging existing research to select and replace the Financial and Administration systems should commence immediately. Additionally, there needs to be improved documentation of proposed additional technology for review by the HTO; assignment of the PMO; improved Project Processes, and provision for technology training for all staff. Other important transition actions are provided the full plan.

When transitioning to a new vision for the technology future, it is important that the user community and other stakeholders see progress, even in the early stages. “Quick Hits” have been identified to provide that sense of forward momentum. Some of these tasks have already been completed and some will be included in larger action items. Each of these actions have all four of key requirements: relatively low cost, relatively easy to do, relatively quickly accomplished and provide wide impact.
The results of the prioritization done by Project Team and the estimated range of five-year costs for each element are detailed in the full plan.
**Approach**

The City of Hutto has a history of teamwork within the City staff, and that continues. There is an expectation of greater stability in technology and technology delivery. Hutto’s rapid growth and the requirement for additional City leadership has been infused new people and new ideas into the City leadership. However “positive turmoil” and energy induced by the addition of fine new leadership works against stability, consistency and constancy in the Technology realm. But these realities and a parallel lack of available resources have stifled the shift into modern technology that would be typical of a visionary City such as Hutto is becoming and toward which it will continue to transition. The technology has been underfunded for a period of time, causing little substantive progress to have been made. Many users have learned to do without and the technology delivery model has proven to be ineffective at times.

The growth rate of the City has increased the demands on all City staff while the budget has not allowed commensurate growth in Technology itself, in the number of Technology staff members (and, most likely, other departments’ staff as well) and improvements in their level of experience and capability. Some efforts had been initiated in the past to create a Technology strategy appropriate for a City like Hutto, but the past planning efforts were informal and proved to be inadequate. When the city hired an IT manager, it seemed to be an opportune time to evaluate the current Technology landscape and create an Information Technology Master Plan, a blue-print for the future of Technology, for Hutto.

At the beginning of this process, a Technology Project Team (TPT) was formed from a cross section of senior city management from multiple departments.

**Current State**

To fully comprehend an organization’s technological future goals, it is necessary to understand the current state of technology within the organization. It is difficult for any organization to accept the fact that limitations on their use of technology may prevent them from achieving some or all of their business goals. Therefore it is useful to talk about both the current and future states of technology in structured sessions that facilitate such discussion and lead to a consensus in both areas.

Eight focus group meetings were conducted with department heads and their key staff with two primary objectives. The first objective was for users to share their thoughts about their current technology and its delivery with a second objective to consider ideas regarding future technology which would enhance job performance and improve service delivery to the citizens of Hutto.
From those Focus Group sessions, Fortium provided the Hutto Technology Project Team with a snapshot of the City’s existing Technology position which formed the basis for a presentation, *The Current State of Technology Delivery* (see Appendix A). This document was reviewed and the corrected contents were affirmed by the TPT.

As part of this review, the TPT members participated in an Attribute Based ModelingSM workshop which demonstrated the current state of Hutto’s Technology Delivery Model across ten key attributes (Governance, Acquisition, Funding, Projects, Accountability, Web/eGovernment, Application Sourcing, Security, Technology Staff Reporting, and Technology Staff Sourcing). The TPT then projected the desired future state of those same attributes for the City’s future technology delivery model.

**Future State**

Fortium prepared a second presentation, *Future State of Technology Delivery: What Hutto will be!* (Appendix B) compiled from and based on the projections of the Hutto Technology Project Team’s (TPT’s) definition of what the Future State of Hutto's Technology Delivery Model should be. The TPT discussed, validated and refined with Fortium what they saw as the Future State vision for Hutto. In this same meeting, the TPT was presented with a list of Issues, Opportunities and Requests that had been obtained from the Focus Groups. The TPT prioritized these into general time frames ("Urgent", “Very Important: Next budget”, “Important: Subsequent Budgets”, “Somewhat Less Important: Future Budget(s) and “Least Important: Possibly at Some Future Time”) using a scale of 1 to 6. The accumulated result of the TPT’s prioritization setting is shown in the “Prioritization of Issues and Systems with Estimated Investment” section below. Details for many of these items are addressed in various sections below.

Agreement by the TPT on the desired future state of Hutto’s Technology Delivery Model is the basis for much of the Technology Strategic Plan which follows.
Future State: Technology Delivery Business Model

The target business model for technology delivery for the City of Hutto is a centrally coordinated and empowered, but a slightly federated model. Key oversight will be provided by a top level Hutto Technology Oversight team (HTO) with city-wide homogeneous technology and associated tasks being delivered by the City’s IT department.

The methodology that has been followed is Fortium’s Attribute Based ModelingSM. This facilitates the City’s creation of a vision for the future state of IT by utilizing a set of ten attributes to define the target technology delivery model: governance, acquisition, funding, projects, accountability, web/eGovernment, application sourcing, security and Technology staff reporting & Technology staff sourcing. A similar set of attributes was used to define the current state. Details regarding the current state of technology delivery are found in Appendix A.

On the charts found on the following pages, the current state is indicated in each of the images below by a red diamond (♦) and the desired future state is indicated by the green star (★). Some current state attributes where not easily limited to a single point on the continuum, these are shown with a connecting line. Others were shifting during or before the engagement and are shown with an arrow.
In order to make effective use of information technology, Hutto needs to establish a mechanism by which technology projects and systems can be effectively governed. Governance is most effectively accomplished by allowing organization business leaders, not technology leaders, to set priorities and manage projects. Effective IT governance strategy relies on multiple approaches to solving the problem.

Initially the organization will create an effective organizational structure for technology oversight. Fortium recommends that the organization establishes the Hutto Technology Oversight team (HTO), comprised of senior leadership and tasked with acting not as departmental representatives, but serving the enterprise by representing the best interests of all departments throughout the entire City. This team will establish a set of procedures and priorities for the development of IT funding requests, for project accountability, and for replacement analysis. It should be understood that the HTO will have ultimate responsibility and accountability for the success or failure of Technology projects within the City.
While it is understood that the senior management who will make up the HTO likely will not possess detailed technical knowledge, their knowledge of business processes and City operations will be ideal for them to make appropriate strategy decisions for the City's overall technology direction and priorities.

This approach will require all City departments working together to jointly plan for technology and execute technology projects cooperatively. Information collected as part of the regular City’s operations is enterprise data which can be used to streamline business processes and enhance customer service. Except where constrained by law, such as certain health and demographic related information, the enterprise wide benefit of appropriate data linking and sharing should not be underestimated. Especially in the area of demographic data, access by one department to information maintained by other departments regarding a particular person's address will enhance accuracy and safety, ensure more effective service delivery, and reduce costs by eliminating possible data redundancy and data entry errors.

The City should continue this IT Master Plan (Plan) process by updating it every year, including all plan components. This will allow all departments to identify business processes which are in need of revision or improvement. It is imperative that updating the Plan be done jointly to respect and reflect independent departmental needs. This is accomplished by including input and representation from all departments, so as to minimize the “silo effect” which is created by the implementation of independent systems without regard to the requirements of the other departments.

All City departments will continue to adopt clear business strategies and targets that reflect the overall goals of the City. Technology projects should be developed to support the attainment of those City-wide goals and business strategies, not the reverse. All organizational groups proposing technology projects should be prepared to explain how their proposed project will help the City reach its strategic goals.

As part of the preparation and analysis phase, all project (corporate) sponsors will be expected to identify and quantify business processes and return on investment objectives for their projects. In this context, the expectation is that quantitative measures will be used to document the investment in system or process enhancements rather than assessing qualitative measures which are inherently more difficult to evaluate.

Exception processes must be established to allow innovation in both processes and projects to occur. However, because of the additional risk associated with undertaking innovative projects, the business case for such a project should meet far stricter standards than a project using standard commodity technology and a project proposed under the exception process must meet extensive additional risk assessment criteria.
It is imperative the City recognize that, while it should not significantly limit technology innovation, it should also maintain a position of fiscal responsibility and retreat from being on the “bleeding edge” of technology to a more sustainable position slightly behind the “leading edge”.

**Acquisition**

The acquisition process developed to implement these recommendations should be published and formally adopted by Hutto. Consequences for failure to adhere to the process will be specified. All stakeholders will be engaged in the establishment of the acquisition strategy. This is not something which can be imposed by fiat, by IT, or Accounting/Purchasing.

As one part of the project planning process, metrics will be defined which outline expectations for expenditures. All stakeholders will also be engaged in the definition of acquisitions for the project.

One key component to the acquisition management process will be the establishment of a formal ‘make or buy’ decision point. Selection of off-the-shelf components will reduce Hutto’s risk of compromising data and failure to be able to maintain the system, due to the choice of unproven technology and/or a single person (internal or external) having knowledge of the new capability/system.
As part of the project planning process, the corporate sponsor (later defined in the “project” subsection) will identify potential risks associated with the selection and implementation of the new technology. The acquisition strategy chosen must mitigate those risks in order to be approved. Note that this process will not be designed to unduly delay or impede progress, but only to minimize the chance of project failure.

Information systems acquisition, development and maintenance will be considered in the context of Hutto’s strategic plans-both for both business and technology strategies.

The organization’s approach to application development (e.g. GIS/web components, MS Access, etc.) provides for a formal make-buy decision process. The “future state” envisions an environment where Hutto does not write core software or implement major infrastructure additions or changes, but instead purchases those systems and services from the open market. Fortium recommends that the acquisition process be formalized to include components such as interdepartmental teams which will work together to jointly identify standards and specifications for most acquisitions, especially commonly purchased devices such as PCs, cell phones, and printers.

The HTO will specify what off-the-shelf technology should be purchased based on that existing specification. Wherever possible, the HTO will choose as few minimum standard configurations as are needed, which the vendor is willing to commit to maintaining as a standard configuration for a purchasing cycle, such as a calendar or fiscal year. In some cases, vendors will, if Hutto’s help desk staff and/or contractors have attained a specific level of competence, provide parts on an advance replacement basis to allow these qualified people to swap components under warranty.

All information systems & other technology acquisition, development and maintenance are considered in the context of the long- and short-range technology plans of the organization.
Funding

More emphasis needs to be placed on the process of funding technology within the organization. Without inclusion of all aspects of funding in the technology planning process, it is difficult for the organization to understand how it is spending its technology resources. Fortium recommends that the organization improve its current process by undertaking the following steps:

- A standardized process for requesting funding for technology projects will be established. Technology funding should be considered as a component of the budgeting process.

- The Request for funds for technology projects should be modified to include the requirements for the Delta Analysis, Cost Benefit Analysis and ROI Analysis. Technology funding should be considered as an early component of the budgeting process. Funding priorities will be based on an ROI analysis, but...
project funding should be evaluated using a portfolio analysis process, which attempts to identify projects which obtain maximum benefit to the organization. These projects and processes will require interdepartmental collaboration, cooperation, and funding strategy.

- All project lifecycle costs must be considered in project funding. This includes implementation, training, additional staffing which might be required, hardware and/or infrastructure upgrades and/or replacements, and maintenance of hardware and software for a specified time into the future (normally 5 years). All technology project expenditures, regardless of funding sources, above a specified low threshold will be authorized by the HTO.

- A Technology Replacement Fund must also be maintained from year to year, but it should not be viewed as a contingency for acquiring new technology. It is solely a fund to pay for replacement technology. For example, we would recommend that Hutto plan to replace some items every five (5) years (e.g. servers) and every three (3) years for others (e.g. desktop PCs, printers, and network infrastructure).

- The demand for Technology will require some flexibility to respond to changes/needs. An exception process should be created which provides for funding for emergency projects. To minimize cost impact, funding should be directed towards efforts which leverage existing data collection, reducing the “Silo Effect”. This emergency-based flexibility will allow the IT department to be able to respond quickly to changes in available technology and/or organization priorities and needs.

- All technology expenditures, regardless of funding sources, above the specified threshold will be authorized by the HTO. All technology assets should be tracked using fixed asset numbers or tags, regardless of cost in order to ensure system compatibility.
Projects

The City should establish a Project Management Officer with the part-time responsibility to act as a “librarian” to store and retrieve the definition for the standard framework for project processes, leadership and reporting. Later, this should transform into a full-time job. Even later, it could be an organizational unit, Project Management Office, which also provides project management services. Initially, this person will be a resource/consultant for almost all projects, and report the status of projects to all stakeholders. The project process definition is evolutionary in nature and will be expected to grow and change to meet and respond to discoveries on each completed project.

Key roles should be established for all projects, including the corporate sponsor, project manager, technology liaison, stakeholder departments.

The Corporate Sponsor should be at least at the Department head level so as to be able to fulfill the responsibility to cast vision for the value proposition of the project,
marshal adequate resources for the successful completion of the project and champion the cause addressed by the project. Multi-department, cross-functional projects should have a corporate sponsor at the most senior leadership level. The Corporate Sponsor, at the end of the day, receives the accolades for a project well done or the stigma of a project failed. The key roles of the Corporate Sponsor include the collaboration with other affected departments, preliminary estimates of the level of effort and the financial implications, promotion of the project to the HTO, and possibly the most important decision: the selection of the project manager. It should be noted that IT (and departmental Technology Staff, if any) should be corporate sponsor and/or project manager **only on pure technology projects**.

The Project Manager (PM) should always be selected from the using department, since this organization is, by definition, the greatest stakeholder in the project. The PM is responsible for the day-to-guidance of the project. On all major projects, this will be a full-time responsibility and will, upon occasion, also take full-time effort during portions of smaller projects. Although coaching for this position will be provided by the PMO, the leadership is not held by the PMO, but by the PM. The role of PM is a great proving ground for future leadership for the City. This plan recognizes that not all departments currently have the staff and skill sets necessary to serve as an effective PM. Consequently, the role of the corporate sponsor or the PMO must include the responsibility and funding to provide training in project management skills. If a sponsoring department is unwilling or unable to provide a project manager, the HTO will need to cancel the project or provide additional resources. The PMO will monitor project scope on an ongoing basis to reduce ‘scope creep’.

Technology liaison from IT will be required on most projects. The role of technology liaison is not that of leader, but of positive support and encouragement, while playing a strong role in identifying technical obstacles to the project as well as supplying ideas for problem mitigation and resolution.

Key stakeholder departments should continue to be identified early in the life of a project and a liaison from each such department identified that understands the business processes of their own department as well as understanding how those processes interact with the business process of all other stakeholders. The liaison for each stakeholder department may have a limited role in portions of the project, while maintaining critical engagement in other phases. The PM has the responsibility to be sure each stakeholder liaison has adequate input, but does not inappropriately dominate the project.

Clear processes and policies should be established for all segments of each project: pre-project, approval/initiation, project oversight, and post-project.
Pre-project processes will be an on-going part of the vibrant life of the City organization: IT will serve in a consulting role for departments that need guidance. (In the future, it may be necessary to establish a position with this assigned responsibility within IT or the PMO.) The organization proposing a project will develop a **Delta Analysis** for proposed project, comparing current state to future state, and providing clarity as to the gain envisioned by the project. It will also develop a **Cost Benefit Analysis** by adding cost and ultimately a **ROI Analysis** with the timing of the return on the investment defined, thereby describing the true value proposition of the project. (Note: many anticipated projects will be discarded once these analyses provide adequate clarity.) Finally, the proposing organization will develop a list of early validation milestones, providing validation of the anticipated level of effort expected for the project, and giving an early go-no-go decision point before there has been too much investment in energy, commitment and funds.

Approval and authority to initiate a project rests solely with the HTO. Budgeted projects and funded projects cannot be initiated without specific approval of the HTO. Once a project is approved to begin, it will proceed to conclusion or be cancelled completely, creating an environment where no points are given for starting the race, only for completion.

Project oversight is provided by the Project Manager. The PM is responsible to provide regular updates to the PMO on project status. The PM is responsible to manage the project so that objectives, both initial and subsequently modified ones are met. The PMO relays the status of all projects to senior management and to the HTO, often with assistance and participation of the PM.

Post-project activities may well be the most important, since they help refine the processes that will be followed in future projects. The PMO receives an evaluation of each project to discover and document what went well and what could have gone better and relays the evaluation to the HTO and then to senior management, as appropriate.
Accountability

Part of a successful system implementation is accountability, for without accountability, there’s no assurance that projects and tasks will be completed on time and within budget. The implementation of best practices related to these areas will be essential if effective Technology governance is to take place. For the purposes of this report, accountability has been separated into two major areas: project accountability, and non-project accountability.

**Projects**

In order for accountability to be effective, the ultimate accountability for a project will rest with the corporate sponsor. The corporate sponsor is the departmental leader who has the ability and authority to insure that the resources necessary to complete the project are provided.
All projects are taken as part of a larger context. No project is an island. It is rare that a system can be implemented in any business unit which does not have impact on another system or process within the organization. For that reason, it is essential that all projects should be reviewed to ensure that other systems and business processes are either accommodated or included in the new project. If the implementation of the new system can be used to enhance existing workflow or reduce data entry requirements, then those factors should be taken into account as part of the implementation plan. Any project manager or corporate sponsor who chooses to be uncooperative in this collaboration process must be held accountable to the HTO.

Each project has a designated corporate sponsor and project manager from the business unit sponsoring the project. A key component of accountability is ownership -- if the project is perceived as an IT project, rather than a business unit project, it is less likely to be successful, because adequate support from within the business unit may be lacking.

Project resources are planned and allocated effectively to ensure successful project completion. In spite of project planning, unexpected issues sometimes arise during the implementation process which requires additional resources. The corporate sponsor and project manager must have the authority to allocate additional resources as required, or to cancel the entire project, if necessary.

Each manager is accountable for delivering according to the project plan. It is imperative that all managers also understand the relationships between their project and other projects within the City. Delay on one project may have impact on another project, both in the area of resource availability, cost, and prerequisites. For that reason, communication is essential between all project leaders on ongoing basis. It is also critical that each team member provides the PM reasonable and attainable due dates for all their assigned deliverables – considering their other ongoing obligations – during the development of the original project plan.

Performance of managers will be tracked against deliverable schedules. Milestones and deliverables for each project for which the manager is accountable should be included in the annual work plan for those managers. They must be held accountable for the accomplishment of those milestones and deliverables.

A mechanism must be in place to manage for contingencies because not all events are controllable within the project plan. At each stage of the project the project manager should identify fallback positions and exit strategies to maintain the project in case of disaster or unforeseen events. Contingency funding and timing should be built into all project plans.
**Other Standard Practices/Non-Project Accountability**

The organization has a fiduciary responsibility to citizens and external organization sponsors to ensure appropriate expenditures in the delivery of other services. Compliance with the accountability practices outlined in this document should be mandatory for all City employees.

All employees are expected to conform to these policies and practices. The failure to conform may have an adverse impact on the employee's performance appraisal.

Managers are expected to deliver on commitments they have made. Part of effective management is the ability to plan for delivery of services. Managers are expected to plan for and deliver projects and/or portions of projects they have committed to deliver.

Clear and effective reporting to all constituencies are keys to effective management. Many of the issues facing the city from a technology perspective are the result of poor or nonexistent communication. If the organization desires to be more effective at the delivery of services, its staff needs to do much better job of communication. This includes communications between departments, vertically within the organization, to citizens, and to external stakeholders.

Open, honest and clear communications are critical to the effective delivery of services. The ability to take ownership and responsibility for any problems which may occur in the delivery of the services is a sign of organizational maturity. A structure needs to be created, which rewards honesty, and penalizes failure to be a team player (honest mistakes are not punished with termination, but deceit is).
As the population of the City of Hutto continues to grow, traffic becomes more complex, the cost of energy increases, and the citizens become more computer literate, pressures will build to minimize or reduce the number of visits customers need to make to physical City facilities in order to do business with the City. The City of Charlotte, North Carolina has adopted the slogan ‘online, not in-line’ as the mantra for its eGovernment effort. In general, the principle should be adopted of the City of Hutto as well. Fortium believes that Hutto has made plans towards that goal, but significant progress remains to be done.

An inventory of City services should be updated, with an indication of which have automated support, either web based or non-web based.

A policy should be developed, stating that all Web-enabled applications will have internal/external connectivity, as appropriate. If new versions of applications have that capability, they will be considered as part of the upgrade cycle. All Web enabled applications should be re-prioritized and a new specific timeframe for their implementation should be specified. It should be possible, but not required, for a citizen
or an employee to transact all business with the City without having to print a form to paper or visit a City facility.

The strategic technology plan should ensure that all new/improved applications will be web-enabled when appropriate. One of the requirements which should be included in all requests for proposal and software specifications is the ability to transact business over the Web.

Plans for alternate (non-web) service continuity need to be in place. In case of disaster, or in case a customer does not have Web access, alternative manual processes need to be specified that will allow data capture to occur after service delivery.

Security/Privacy must be considered for eGovernment applications. Theft of personal identifiable information is a concern of many. Any eGovernment applications must be designed to minimize the amount of personal information captured and stored. Project analysis should be conducted on the implementation of a standard citizen data (base) structure for the City, with appropriate security will reduce the number of instances and locations were personal information is stored, to determine if a Delta Analysis, a Cost Benefit Analysis and a ROI will justify the project. Identity theft should be one of the risks evaluated during the project planning process.
As indicated by the graphic above, Hutto is targeting an upper quadrant on the continuum between best of breed and a single vendor environment, with a strong preference to as few vendors as possible although not mandating this as an absolute requirement.

The over-arching requirement is the commonality with existing systems. To accomplish this, Data Standards will be established using a collaborative model that includes IT and all affected departments. These standards will be established and maintained under the guidance of the IT Manager/ Director and under the authority and mandate of the HTO.

All systems will be integrated, or as an alternative, robustly interfaced when appropriate. The difference between these two are integrated solutions normally provide bidirectional data awareness which allows such things as drill-down from both directions and interfaced is normally the passing from application to another in only one
direction. As an example of integration, while examining the balance of a G/L account, the user can drill-down to entries made to produce that balance and then can drill-down into the A/P to the invoices that created the posting and further to the line of the invoice itself; or, from the invoice in A/P, one can drill down to the posting and then to the G/L account balance, then to the affected monthly report. Conversely, interface would mean that A/P invoices simply post amounts to the G/L and no drill or linkage in either direction is available.

The burden for such integration or interfacing will fall on the new technology being implemented. In addition to the time and energy of the integration or interface effort itself, the cost burden of such an effort is included as part of the cost of the project.

Not all applications will necessarily need to be integrated or interfaced with other applications. For example Police Personnel Training could easily be stand-alone. It would, of course, mean that personnel would have to be manually entered and deleted as staff changes occur. Animal Services could be thought to be a stand-alone candidate, but since it would need to transfer auditable financial information to the financial system, at least a simple interface would be needed. A property room inventory system might seem to be a stand-alone candidate, but the need for tight integration with case management and offense reporting would most likely drive this application to be fully integrated with the main law enforcement system.
As the City embraces their expressed future state of eGovernment and shift to a new model of technology and technology delivery, the need for a solid, well-managed, clearly-stated security policy and associated systems become paramount. The City’s IT leadership, in collaboration with department heads will need to develop a Security Policy (set of rules and practices that regulate how an organization manages, protects, and distributes sensitive information) which is reviewed and approved by the Technology Oversight team (HTO). Typically, a security policy must protect the City’s systems and data, but NOT at the cost of making these systems so non-customer friendly as to be unusable. Making the systems secure and customer friendly might require more than one attempt.

Some of the elements of the City’s security policy that should be considered based on the City’s desired “Future State” are:
A resilient system that “bends, but does not break” when facing intrusion and/or virus and other attacks, but facilitates excellent access for internal users to internal and external systems

- No modems are allowed, but exceptions would be made for valid operational considerations

- All outside CD/disk/memory sticks introduced into the system would be rigorously scanned by a resilient monitoring environment

- While VPN connections will be freely available, the connections will be through a resilient VPN server

- Many connections with other organizations will be allowed, but appropriately monitored by resilient protection systems

- User-side security is strong

- Triple password failure locks system

- Auto screen-saver with password

- Significant “external computer” access to Internet within City facilities for vendors, citizens and others to reduce drain on resources to set up “Internal access”

**Remember:** While no security strategy is flawless, systems should be configured such that they are accessible, although well managed, with a bias toward caution. Security is a moving target with the velocity of technology change in today’s world. A security policy, its adherence and its on-going evolution to respond to change is critical to the City’s success of its overall strategy.
The IT department will have general responsibilities for the technology of the City. This would include ownership of, and support for, the city-wide core technology infrastructure, such as the technologies associated with the LAN and WAN linkage regardless of the media involved (fiber, copper, wireless). "Back office" components such as routers, log and print servers and Internet connectivity are also included in IT’s stewardship and responsibilities.

Desktop support, including basic collaboration applications (e.g. MS Office) are a major portion of IT’s portfolio. While training on such applications would most likely be more effective from professional educators (perhaps within the HR department), the toolsets themselves and reasonably current hardware platforms remains an IT function and responsibility.

Application owning departments will normally want the IT department to manage their application servers and data. This management would include system
maintenance, application update and routine backup. However, this management and support could be provided by a software vendor or other 3rd party support vendor.

IT will provide consultative assistance to departments in regards to existing and emerging technology options and effective utilization. All relevant projects will require active engagement by IT through an assigned liaison. IT will negotiate and document Service Level Agreements (SLA) with all departments to make sure departmental requirements are met, recognizing that contracts with external providers may be required to deliver an acceptable SLA.

Some larger and/or specialized departments may have dedicated “super users” to support specialized applications only. These “super users” will be involved only in support of unique departmental technology and will not provide support of desktop, IT core activities, or infrastructure.
IT Staff Sourcing

Tasking the application vendors to earn their maintenance and help desk fees by providing “outsourced” support for their own “package applications” is to be the norm for the future. Maintenance agreements need to be in place which will keep the applications current. Appropriate key users in each applicable department should be formally identified and trained to communicate with the vendor and to provide assistance to others using that system.

Outsourced support would be obtained for “one-off” efforts, such as an installation of a core router or switch. The time between such activities makes training internal staff to install an infrequent investment appears to be wasteful, although on-going maintenance and modification would logically be done internally. Of course virtually all application system implementations will utilize outsourced support, typically from the vendor that provided the system or a qualified third party.
Outsourcing from various other vendors, specialists & consultants will be used to provide specialized expertise for requirements that make sense. Outside assistance providing specialized technology skills or an independent viewpoint will also be used, as would off-hours desktop and other types of unique support. Such assistance would be utilized in order to smooth the curve of availability of technology staff before hiring an additional employee.

Internal staff (IT and dedicated technology staff) will support most technology, including maintenance operations and provide secondary interface with application system vendors, normal-hours desktop and other support, and work group technology (e.g. Microsoft Office). Governance for most externally provided services will be in the responsibility portfolio of IT. Should a “standard” personal collaboration tool (e.g. a Microsoft Access application) become a widely used and a potentially mission critical element, IT should also add that to its responsibility portfolio.
Organizational Changes

Address the OSSI partnership with the County

While a relationship with the County to provide a shared environment for policing operations at a point in the past, it appears that approach may no longer provide the tools needed by the current and future Hutto Police department. What was a good strategy to come to this point in time is often not the right strategy for the future.

It appears that there are two possible resolutions:

1. Resolve governance issues, possibly by creating a shared organizational unit wherein the City and the County be equal partners and the needs of both are fully met, costs are appropriately shared and expectations are clearly defined.
   - or -

2. Withdraw from the consortium, create a dispatch facility, hire staff and license the software for independent use (or acquire different s/w at competitive pricing)

The IS Strategic Plan is developed under the assumption of it being for the City alone. Some adjustment of the Plan would be required to reflect a decision to create an organization similar to that envisioned in this section.

Hutto Technology Oversight

The City of Hutto should establish a permanent Hutto Technology Oversight team (HTO) that is responsible for providing an enterprise view of technology. It should always be constituted of the most senior staff members in the City. It is critically important for the HTO to be strong, visionary, enterprise-oriented and continuously engaged in form and function, if this strategy is to succeed. It must also be small enough to quickly grasp issues and realities, normally three to five people. The initial constitution of the HTO should consist of the City Manager, and two Department Heads who use, and have an appreciation for, technology. They would rotate out of this position, to be replaced by another Department Head, every two or three years.

Most organizations’ executive and/or departmental management believe that it is “up to IT” to meet their needs and figure out how to make things happen. They are unaware in many cases of conflicting needs from other organizational units and do not see themselves as being partly responsible for helping to manage these conflicts. Investing in new systems or more IT support in many cases cannot help solve many of the issues that will arise because of these kinds of conflicts.
The IT Director and the PMO (Project Management Officer) should not be on the team but be accountable to it, as its “consultant” and attend almost all meetings. The team members do not represent their own interests, or the interests of the groups under them. The team members are responsible to discover and support that Technology which is in the entire City enterprise’s best interest.

The HTO should be accountable for all technology expenditures within the City, regardless of budgeting or funding sources.

The HTO should determine Technology priorities and authorize technology implementation projects which reflect the identified priorities. Of course, all such determinations should be done with significant input from relevant departments and staff members within the City. Appropriate analyses (Delta, Cost Benefit, and ROI) should be done on every technology project to determine the actual underlying value of the project, and follow something like the sample provided below. Sample tools to accomplish this approach are provided separately.

♦ Delta Analysis (to be prepared by sponsoring department)
  • A simple, three-column approach to evaluating differences in two options (often, a comparison what is in place and what is desired)
  • Column heads
    ■ Issue/Capability
    ■ Option 1 - existing ability/methodology
    ■ Option 2 – new ability/methodology
  • If the Delta Analysis does not support the value proposition of project, analysis is concluded and Corporate Sponsor drops support for the proposed project.

♦ Cost Benefit Analysis (to be prepared by sponsoring department)
  • A compilation of all costs associated with the desired project
    ■ Infrastructure requirements, including absorption of existing infrastructure components
    ■ Hardware, including maintenance for 5 years, or the life of the technology, whichever is less
    ■ Software license fees
    ■ Software maintenance fees for 5 years, or the life of the technology, whichever is less
- Training costs, including initial training for all users and recurring training for new users and exiting users for 5 years, or the life of the technology, whichever is less
- Project management costs for implementation

- A compilation of all savings associated with the desired project
  - Hard savings (e.g. reduced purchases, savings on maintenance, reduced manpower, etc.)
  - Soft savings (e.g. man-hours, miles, etc.) quantified into dollars
- A net cost (or savings) of hard dollars and soft dollars
- Intangible (non-financial) benefits listing
- If the Cost/ Benefit Analysis does not support the value proposition of project, analysis is concluded and Corporate Sponsor drops support.

- ROI (Return on Investment) Analysis
  - An effort is made to determine the time frame to receive the anticipated financial or other quantitative and qualitative benefits or improvements against alternative of not doing the project.
  - For example, calculating the saving from prior lost productivity of putting in new, more reliable wiring.

- Final Documentation Steps
  - Assumptions are documented
  - Funding sources are identified and documented
  - Timing issues are identified, including statutory mandates
  - Identify and document early validation milestones

- HTO makes decision regarding project
  - All documentation and analyses are reviewed
HTO evaluates and makes decision:
- Adds project to City’s project portfolio
- Requests additional information be obtained before re-submitting
- Rejects project (possibly proposing an alternative approach or a later date)

**Director of Information Technology (DIT)**

The City’s requirement for technology leadership will be moving from technical planning and implementation toward more strategic planning and direction. Although Hutto does not appear to have a need for a Director of IT (nor a CIO) at this time, the City needs to begin to look forward to a time when information technology management shifts to a strategic role and be moved from the wings of the organization to a position to advise senior management on Technology issues. This will require a new level of responsibility and expectations. The City’s technology leadership position has been focused on supporting the desktop and some of the infrastructure, but less on planning and implementation of specific information technologies and little on long-term City strategy. The City’s growth and its dependence on technology will shift its requirement more towards strategic leadership.

At that time a new position called the Director of Information Technology (DIT) will need to be established with responsibilities to provide a business (organizational) viewpoint and connection with all other departments as it intersects with technology. The position will be an important voice in the strategic planning process throughout the entire City and therefore, should be available to assist the highest levels of City management thought-leadership and most likely be an advisor to some of the senior management team.

The DIT will be the technology leader for the entire City, including every department in the City. This position will provide the most senior City staff with technology perspectives on virtually all initiatives contemplated by the City, take a positive supporting role in advising regarding alignment of Technology with organizational business objectives, and be a collaborative partner with all departments within the City. A focus on Customer Service and excellent skills in communication are absolute requirements while an established track record of vision and innovation must, also, be in this person’s portfolio. While experience with local government would be useful, it is not essential – the ability to “see the big picture” and tie technology and business needs together is far more important.

The City’s current IT Manager appears well qualified to serve in this role, once adequate additional technology staff is added.
GIS (Geographical Information System)

Fortium recommends that GIS be a target of awareness development for almost every department. This would allow City staff to become aware of the value proposition that GIS brings to the table. This would provide excellent preparation for broad utilization and implementation of GIS for virtually all departments in the City at some point in the future. Making use of the Appraisal District’s and the County’s systems (with appropriate agreements) and experience would also advance the ball and develop the understanding of a much more diverse utilization of the benefits available through a GIS system. In the future this may require an additional GIS analyst to assist departments who currently have little or no GIS options or understanding and vision. This will not necessarily need to be in a GIS group. For example, a Crime Analyst or a mapping specialist for Public Works could be in their respective departments. Major using departments could share a GIS coordinating (or, perhaps, data or development) part-time position.

External Vendor Support

To optimize staffing levels and provide efficient support, IT should endeavor to resolve a majority of user’s requests on its own. Many occasions will occur when issues and requirements demand additional resources. These occasions might be caused by the sheer volume of the requirement or the lack of skills needed to perform a particular task because of its infrequency. In these periods, it is recommended that Hutto contract for the additional resources instead of using existing staff. An example of these times might be a desktop operating system upgrade which would require installing new software on every desktop in the City. Or another example of an unusual time might be a major upgrade of a server, which might be done only every 4 to 5 years. The efficiency and effectiveness of such a deployment would be dramatically increased by utilizing outside resources. They would have completed several such upgrades in the last few months, versus Hutto’s own internal staff spending the time to learn and then attempting the deployment without external support. Ultimately, appropriate use of external resources will result in significantly and consistently better outcomes.

Departmental Tech Staff

Several people are, or may be in the future, informally, or possibly formally, assigned the role of “Tech Staff” for their home department. Anyone in such a function should have strong connection to, and coordination with, the IT department through the IT leadership.
Project Management Officer (PMO)

A Project Management Officer (PMO) should be assigned and tasked with consultative oversight for all projects which include a technology component and could easily evolve to virtually all projects of the City. Certainly initially, the PMO is a part-time responsibility. Later, once the City is triple or quadruple its current size and complexity, the position will most likely evolve into a full-time role.

The PMO can be connected to the organization directly to the Office of the City Manager or it could connect through an appropriate department or the future DIT position. Fortium recommends connecting through the office of the City Manager. Having this person connected through the City Manager’s group will improve access to what is going on across the City and enable greater acceptance, effectiveness and utilization.

The purpose of this function is to be a repository for project processes for use in subsequent projects in order to jump start the projects and improve the processes being used. It will also give increased visibility for all stakeholders to the City’s entire portfolio of projects. While various stakeholders and constituencies, such as the owning department, affected departments, departments with other impacted projects, budgeting staff, accounting staff, senior management, elected councilors and citizens, have differing information requirements and appetites, all seek to have access to relevant information about a particular project.

The PMO would own (steward) project process definition and has the responsibility of projecting the applicable processes into each process. Updating the processes and adding new variances to the process portfolio is an important part of the responsibilities as well. As part of the post-project evaluation of each project, the processes utilized are re-evaluated in the light of the finish project and updated/modified as necessary.

The PMO will act as a resource and/or consultant for most projects to assist the departmental project manager in following the established processes and dealing with issues as they inevitably arise on any project. While the Project Manager retains accountability for the project, the future PMO will provide guidance and suggestions to advance the project and remediate problematic issues. The PMO advises the project team as the “process expert” and whose advice is ignored at the project team’s peril.

Tools provided by the PMO will provide reporting for the status of projects to all stakeholders. The PMO is responsible to report the status of projects to all stakeholders and monitor for and prevent possible “scope creep”. The PMO will be sure that these tools provide adequate information for the owning department, affected
departments, departments with other impacted projects, budgeting staff, accounting staff, HTO, senior management, elected councilors and citizens.
Technology stewardship should fall into two groups: 1) Infrastructure; and, 2) User Systems and Data. With ownership comes a parallel set of responsibilities.

- Infrastructure should be owned (stewarded) by IT
  The physical network, of fiber optic and copper cabling, plus routers, switches and hubs should be owned by IT. The desktop and the baseline collaboration software on it (Microsoft Office and Operating System) should also be owned by IT. The general use server racks and the servers, as well as the local and wide area network, including connections to and through the Internet should also come under IT’s ownership. The infrastructure support, which includes shared application back-end hardware and back-end software systems (e.g. servers and database server systems), is the responsibility of IT.

- User Systems and Data should be owned (stewarded) by users
  The application systems, the dedicated hardware (back-end) equipment upon which they reside and run, and the data itself should be owned by the user departments. This does not mean that user departments will operate complex equipment and servers, but rather that they will have the responsibility to fund the support and service provided by IT and/or the applicable vendors.
Transition Issues & Recommendations

The City of Hutto will continue to initiate changes during this transition period from the Technology Delivery Model of today to the Delivery Model of the Future. This transition will certainly take several months, perhaps even years in some areas, to complete. This Technology Strategic Plan will provide Hutto with the “how to get there” during this transition period. Certainly the most important philosophical shifts can occur in the immediate term. Included in these are: the establishment of the Hutto Technology Oversight team (HTO), improved documentation of required/needed technology for review by the HTO, the creation of the Project Management Officer (PMO), and identification of corporate sponsors for all existing technology projects. Of course, the restructuring of the IT organization, and shifting the GIS group should begin now.

Provided below are our recommendations for correcting the general issues currently preventing Hutto from having its desired Technology Delivery Model for the future.

IT Manager and IT staffing

The current IT Manager appears to be more than capable to lead a robust IT group. Unfortunately, his ability to truly “Manage” is hampered by the lack of adequate IT staff. This shortfall in manpower is currently hampering multiple departments to an unacceptable level and will be a growing hindrance to operation excellence in the immediate and mid-to-long-term future.

Accelerating the addition of technology staff will prove wise in many regards, not the least of which is reduction of risk. The City is significantly behind in the deployment of technology, a vital requirement for any high-growth city, and the additional staff will facilitate catching up, maintaining and advancing cost effective technology as Hutto becomes the City of it Vision.

Finance and Administration system

The City should move forthwith toward replacement of its financial system. Such an investment should expect some amount of formal structure, such as:

- Requirements definition of all departments

- A determination of various subsystems (e.g. G/L, A/P, U/B, Purchasing, P/R, HR, Community Development, Inventory, Work Orders, etc.)
• A structured RFI (Request for Information) or RFP (Request for Proposal) to act as a base for contract obligations.

• Vetting of potential vendors, including site visits, contract content and negotiations, etc.

**Create and test a Continuity of Operations Plan (COOP) for the City**

The City has talked about needing COOP plan. Finalizing that plan will continue to require valuable input and participation from all City departments. Finalizing and facilitating the first City-wide testing of the plan is the logical next step. After the completion of the first complete test, the City will need to take multiple passes thru the draft COOP; each time adding and improving the information provided for each application and contingency, based on the lessons learned from the testing experience. Facilitating additional tests every year that focuses on a different disaster scenario and different disaster impacts, followed up with a complete review and update, will ensure the plan is ready for a successful implementation whenever needed.

**Provide technology training for all City employees**

With Hutto’s accelerating dependence on technology, training is a requirement as the technology becomes increasingly more robust. For training on your standard office tools like MS Word, Excel, PowerPoint, Access, and Outlook, the city should look at two approaches.

One approach is to train your employees by routinely providing classes. These classes can be found on the internet with the ability to purchase for the entire enterprise. Classes are available through several technology training locations (commercial and educational) in the Austin area. Another option would be to sub-contract with a junior college or high school teacher to provide the training for you. Of course, if the demand for training classes were great enough, a partial-time training person could be hired to deliver technology training and other Hutto related training, as required.

The second approach would be for Hutto to hire a person who is skilled both in training processes and in technology. This does not have to be a full time role for this individual, but a strong skill set that compliments and expands on another role that the City may need to fill. Testing for technology skills can be done as easily as testing for a typing test. Plus having and improving on technology skills as a job requirement and then evaluating on that job performance criteria just like any other skill would elevate the
importance of technology throughout the entire city. This approach enforces the concept that everyone is accountable for technology as it relates to their job.

In any case, Hutto should consider adding "technical skills appropriate to the position and responsibilities" to the annual review of every employee. Considering the sizable investment for each employee, it is reasonable to expect each employee to obtain and maintain necessary technology skills and abilities.

**Document Business Processes**

Documenting Hutto’s Business Processes provides an immeasurable value to the organization. It can be used as a training tool for current and future employees. It will assist each department in accessing if their process works well for them and other departments while at the same time the departments can evaluate the processes designed within each system to determine what needs to change or be re-aligned. It can even be the basis for evaluating new software in the future. Documenting all the business processes within the city will be a multiple year process for Hutto but get started on the documenting one department as soon as possible.

**Create clear policies and procedures**

Clear policies and procedures documented and agreed upon by the HTO and then communicated to the general population will ease Hutto through this transition to their new and future technology delivery model. Policies and procedures should certainly include but not be limited to: HTO formation and functions; Service Level Agreements; acquisition process; PMO; and Project Implementation. A set of policies should include many more operational policies and procedures such as Back-Up & Restore policy for hardware devices, email retention policy, new hire policies and process to just name a few.

**Improve implementation outcomes and accountability**

The improvements will come as Hutto puts into place the PMO processes that have been described in previous sections.

**Transform IT into a solid Customer Service provider**

Making the organizational changes mentioned thus far will certainly allow the small IT team of Hutto to more rapidly transform into a solid customer service organization. Requiring and coaching current and all future IT personnel to have both a customer
service attitude and the technology skills to perform the job will, also, assist the IT department in making the transition.

Examples of a more proactive approach to customer service delivery would include: 1) changing the Help Desk (break – fix) approach to create an expectation of an excellent first level support for a majority of the its customer’s requests; 2) requiring technicians to notify the customer when a problem is fixed and then following up with the customer a few days later to make sure everything is still working properly; 3) providing issue status monitoring through an Intranet “INFO-Track” screen; 4) scheduling the desktop technicians pro-active “walk around” time in each department to search for capability improvements that can be done for the customer (each user); and 5) requiring a network administrator to open up the system, monitor and report abuses to the IT Manager / DIT instead of being “Internet police” themselves.

Create technology system implementation and other project processes for Hutto

Hutto’s implementation and other project processes will be living and dynamic; always changing; always being “perfected”. An implementation plan can have many different formats, styles, and purposes. They contain the same basic information which is:

1) The purpose of the project
2) Who is responsible for what
3) What are the major milestones that need to accomplished
4) When will the milestones be accomplished
5) What tasks does it take to accomplish the milestones
6) How do “roadblocks” get reported
7) How do change requests get made, approved and included

The PMO will be the keeper of these templates and will be refining them to be Hutto-specific, based on lessons learned from previous projects.

Fund realistic technology equipment and software replacement

A transparent software and hardware replacement and upgrade schedule was deemed important by several focus groups as well as your consultants.
Define Service Level Agreements (SLA) between IT and users

Defining what the Hutto technology customer requires will enable IT and the user to better understand what to expect. Think of the SLAs as a negotiated agreement designed to create a common understanding about services, priorities and responsibilities between IT and the users. Use the development of Hutto’s SLAs as a communication and a conflict-prevention tool. The value of an agreement is not just in the final product; but the very process of establishing an SLA helps to open up, and keep open, the flow of communications.

To be effective, a service level agreement must incorporate two sets of elements: service and management.

♦ The service elements include such things as:
  • services provided,
  • conditions of service availability,
  • timeframes within which services will be provided,
  • the responsibilities of both parties, and
  • escalation procedures.

♦ The management elements focus on such things as:
  • how service effectiveness will be tracked,
  • how information about service effectiveness will be reported and addressed,
  • how service-related disagreements will be resolved, and
  • how the parties will review and revise the agreement.
**Possible “Quick Hits”**

When transitioning to a new vision for the technology future, it is important that the user community and other stakeholders see progress, even in the early stages. “Quick Hits” provide that sense of forward momentum, but to be identified as such, it must have **all** four of these factors:

1. Relatively low cost
2. Relatively easy to do
3. Relatively quickly accomplished
4. Provides wide impact

**Research and Write**

- Policies regarding personal technology being used for city business
- City facilities progression plan
- Budgeting guidelines
- Standards for data/drawings from developers
- Document management and retention policies
- Hardware purchase and upgrades policies

**Fix**

- Address IP phone system reliability
- Exploit full capabilities of deployed smart phones
- Re-engineer Terminal Services implementation
- Improve performance of “Visit Hutto” web site
- Provide method to export warrant information into OSSI
Train

- Initial and on-going training on common software tools (e.g. MS Office)
- Initial and on-going training in capabilities of all relevant system
- General principles of computing and technology
- Structured technology knowledge transfer to new employees
- Initial and on-going training for full benefit of phone system capabilities

Install

- Acquire and deploy technology inventory management and workstation configuration documentation
- Upgrade credit card terminal to handle chip cards
- Deploy Intranet
- Update WonderWare to be able to provide remote control
- Update Civic Plus website
- Provide some dual monitors at appropriate workstations
- Acquire and implement tools to monitor network performance
- Install WIFI in a public location to evaluate its value proposition

Other things to be done

- Evangelize / promote GIS to all relevant City departments
- Facilitate a City GIS users group
- Assign one city staff person to web (possibly the City’s PIO)
- Host conversation with County to gauge interest in adjusting/creating defined strategy for OSSI consortium Governance
- Use Excel or Access to establish a book donation program
- Reduce Risk of current IT staffing model
## Prioritization of Issues and Estimated Investment

<table>
<thead>
<tr>
<th>Items</th>
<th>Priority</th>
<th>Initial Investment (1st year)</th>
<th>Annual Costs</th>
<th>5 year Requirements</th>
<th>Note / Explanation</th>
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<td>Define It Policies, Procedures, Break/Fix Priorities</td>
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<th>Priority</th>
<th>Initial Investment (1st year)</th>
<th>Annual Costs</th>
<th>5 year Requirements</th>
<th>Note / Explanation</th>
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<td>5 year Requirements</td>
<td>Note / Explanation</td>
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<td>63,800</td>
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<table>
<thead>
<tr>
<th>Least Important: Possibly at Some Future Time</th>
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<tbody>
<tr>
<td>Acquire City/Community CATV Broadcast</td>
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<tr>
<td>Acquire Sports Field Lighting Management System</td>
</tr>
<tr>
<td>Acquire Task Tracking Via Bar Or QR Code</td>
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<tr>
<td>Define Fax Strategy</td>
</tr>
<tr>
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</tr>
<tr>
<td>Total Least Important</td>
</tr>
<tr>
<td>Cumulative</td>
</tr>
</tbody>
</table>
Ratios of expenditures

**Lower Totals: $1,907,000**
- $426,000: Important
- $405,500: Somewhat Less Important
- $203,800: Very Important
- $1,563,000: Least Important

**Higher Totals: $4,172,850**
- $1,257,750: Least Important
- $482,100: Very Important
- $337,000: Important
- $533,000: Urgent

**General notes & assumptions related to estimates:**

- For every prioritized item, assumption is that the City’s technology infrastructure will support the item without additional costs other than normal/day-to-day connection efforts. No construction other 3rd party costs are included.

- Customers/Users of technology are assumed to have adequate staff to operate prioritized systems.

- All new software and capabilities include costs for setup, implementation, training and business travel expenses.
Appendices

A. Current state of Technology Delivery

B. Future state of Technology Delivery

C. Example of Intranet-based Technology Delivery Policy

D. Sample documents for proposing technology projects
Appendix A

Current State of Technology Delivery
City of Hutto Texas

A Word about “Technology”

- Technology does not equal IT
- Certainly the IT staff have a major role
- Every department is a player in the “current state” of Technology
- Organizational culture and history play roles as well

Technology Delivery Attributes

- Governance
- Acquisition
- Funding
- Projects
- Accountability
- Web / eGovernment
- Application Sourcing
- Security
- IT Staff Reporting
- IT Staff Sourcing

Most discovered issues impact more than one attribute

Governance

- Systems seem slow and frail
- No Service level agreements
- No facilities progression plan
- OSI/ITSM/PMO Governance is non-existent; county is a bully
- Key IT person is not an employee (mentioned in virtually every group)
- Users not in control of destiny
- More flexible planning / forecasting

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Governance

- Need initial and on-going training on all relevant capabilities of system
- Need structured technology knowledge transfer to new employees
- Little to no on-going training
- Broken modules of legacy software not addressed
- No monitoring of purchasing rules compliance
- Little vendor management
- Need applications to be integrated
- Need appropriate computers and software for engineering

Governance

- Need tablets for boards and commissions
- Inadequate policies regarding personal technology being used for city business
- Too much is paper based
- Need kiosks
- Little monitoring of compliance with internal mandates
- Outdated OS (XP) on some PCs
- Some departments feel a bit like a "read-headed step child" regarding technology

Governance

- Smart phones have been "dumbed down"
- Vinyl Sign plotter is old and unreliable, as is the computer that runs it, but the software is the best
- Desktop systems hardware & software not current version
- Staff is not well trained in Technology
- Need to follow best practices, and purchase best value with good documentation
- Little to no prioritization
- Need to exploit full capabilities of deployed smart phones
- Evaluate value not price (e.g. "free" phones may not be free, due to lack of functionality)

Governance

- A lot of privately-owned technology used being used by city staff
- No City GIS users group
- No Hardware / component replacement plan
- No Intranet in place
- Web site is only in English
- No application interface/integration plan
- No availability of citizen input of problems, issues, etc.
- Need better internal communications

What is the Governance target for Hutto?

- Springbrook Financial system must be replaced
- No systematic HW/purchase and upgrades policies
- No IT Master plan, master plan strategy
- Integration of systems is a very important need
- Better definition of best practices & policies
- No document management and retention policies
- Need better guidelines for budgeting
- Monitors are not ADA compliant
- Need improved and manageable credit card payment capability in all relevant systems

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**Acquisition**

- Have been acquiring new technology, but not obtaining human resource to support
- Acquisition process not defined
- Bibliocats Library system is really good and have been using for 7 years
- Can’t change POs after entered
- Can’t set up book donation program because of Springbrook (possible quick hit opportunity)
- Cannot export warrant info into OSSI (OSSI issue)
- Continued availability of strong UB solution

---

**Acquisition**

- Evaluate value not price (e.g., ‘free’ phones may not be free, due to lack of functionality)
- Integration of systems is a very important need
- IP phone system is not up 24/7/365
- Just upgraded in-car digital video (Panasonic)
- Lack of clear communication of needs vs. wants
- Little electronic storage for historical data and documents
- Little vendor management

---

**Acquisition**

- Little/no electronic purchasing management
- Many processes are pencil and paper
- Mobile computing needs to be widely available
- Monitors are not ADA compliant
- Must have adequate memory in all future acquisitions of scanners/multifunction units – “functionality as well as functions”
- Need an inventory system that works right
- Need applications to be integrated

---

**Acquisition**

- Need Consumption info for water customers
- Need document management system
- Need electronic Agenda & Minutes signing and posting
- Need facilities management system/tools
- Need improved and manageable credit card payment capability in all relevant systems
- Need initial and on-going training on all relevant capabilities of system
- Need self-service kiosks for the unwired, both in City Hall and remote sites

---

**Acquisition**

- Need online job application system
- Need printers and printer management tools for Library patron (wireless, color, faxing)
- Need remote irrigation management
- Need scheduling and payroll for part-timers
- Need separate data table for UB meter electronic end point component
- Need sports field lighting management
- Need strong ad hoc reporting tools

---

**Acquisition**

- Need to be able to track training status of staff
- Need to follow best practices, and purchase best value with good documentation
- Need to handle chip card at credit card terminal
- Need to implement full remote meter management
- Need to provide interactive dynamic web maps
- Need usable and powerful work order system
- Need water CAD
- Next systems must be a major improvement
### Acquisition
- No 311 service
- No facilities management system
- No Hardware / component replacement plan
- No Inventory system
- No news feed availability
- No session management systems in library
- No SLA for Springbrook support
- No technology available for code enforcement
- Not all functionality is mobile enabled

### What is the Acquisition target for Hutto?

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<th>Metric</th>
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<th>3</th>
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<td>Tough books are new</td>
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<td>Water needs status reporting to citizens like electricity</td>
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<tr>
<td>Will require strong permitting and inspection</td>
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### Funding
- 3rd party solutions for what were once custom items
- Civic plus web site is antiquated
- Consortium system is fragile, not reliable
- Desktop systems hardware & software not current version
- Few tools to monitor network throughput
- Funding methodology needs improvement
- Have been acquiring new technology, but not obtaining human resource to support

### Funding
- Have IT support stretched too thin; many come to finance now for help
- IT staffing too lean
- Key IT person is an employee (mentioned in virtually every group)
- Mobile computing needs to be widely available
- Need self-service blocks for the unverified, both in City Hall and remote sites
- Need 2nd IT staff person
- Need appropriate computers and software for engineering
- Need better access to ArcGIS online
- Need central control of a SCADA and SCADA-like systems

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City of Hutto Texas

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City of Hutto Texas

Funding

- Need Consumption info for water customers
- Need document management system
- Need dual monitors, some may need 3
- Need initial and on-going training on all relevant capabilities of system
- Need robust help system for IT service
- Need Significant mobile computing
- Need to implement full remote meter management
- Network / system not reliable
- Network bandwidth inadequate

Funding

- Next systems must be a major improvement
- No Hardware / component replacement plan
- Not all functionality is mobile enabled
- Only have basic GIS support
- Patron Internet connection very slow; Need additional Time-Warner connections
- Point-to-point network is substandard
- Purchasing process is not robust

Funding

- Secure laptops and docking stations are needed
- Should install WiFi in parks & elsewhere
- Some departments feel a bit like a "head-headed step child" regarding technology
- Springbrook Financial system must be replaced
- Standalone s/w purchases have been helpful; but others are wanted/needed
- Support problems for all the issues with the myriad of applications and hardware in PD
- Systems seem slow and fail

Funding

- Technology has improved, but still not adequate
- Thr client is too restrictive and don’t work well
- Vinyl Sign plotter is old and unreliable, as is the computer that runs it, but the software is the best
- Wireless system is unreliable

What is the Funding target for Hutto?

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</table>

Projects

- Automatic meter project brings hope
- Cannot export warrant info into OSSI (OSSl issue)
- Consortium system is fragile, not reliable
- Don’t know how to gain full benefit of phone system
- Have been acquiring new technology, but not obtaining human resource to support
- Increase use of cloud

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City of Hutto Texas

Projects

- Lack of interface results in manual re-entry of financial data into Springbrook (Springbrook issue)
- Need initial and on-going training on all relevant capabilities of system
- Need to follow best practices, and purchase best value with good documentation
- No SLA for Springbrook support
- Not all functionality is mobile enabled
- Only primitive workflow management
- Piecemeal implementation has been a problem
- Poor access to data

Projects

- Purchasing process is not robust
- Should install WiFi in parks & elsewhere
- Smart phones potential not being realized
- Support problems for all the issues with the myriad of applications and hardware in PD
- Terminal Services implementation not engineered well
- Thir client is too restrictive and don’t work well
- Users not in control of destiny

What is the Projects target for Hutto?

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Accountability

- Acquired Technology has not been managed well
- Automatic meter project brings hope
- Broken modules of legacy software not addressed
- CAD not working well
- Can’t PAX except at certain times and can’t receive FAXs reliably
- Can’t set up book donation program because of Springbrook (possible quick fix opportunity)
- Current INCODE Court System is great, judge is using it in the court norm, and is almost as paperless as a court system can be
- Don’t know how to gain full benefit of phone system
- Evaluate value (e.g. ‘free’ phones may not be free, due to lack of functionality)

Accountability

- Firewall is not robust
- GIS currently publishing only static web maps
- GIS need to be evangelized/promoted to all relevant City departments
- Have been acquiring new technology, but not obtaining human resource to support
- Have IT support stretched too thin; many come to finance now for help
- Internal system service is working well
- IP phone system is not up 24/7/365
- Lack of interface results in manual re-entry of financial data into Springbrook (Springbrook issue)
- Little to no on-going training

Accountability

- Need automated technology inventory management system and workstation configuration tracking
- Need better access to ArcGIS online
- Need better guidelines for budgeting
- Need improved and manageable credit card payment capability in all relevant systems
- Need more IT personnel
- Need published standards for data/drawings for developers
- Need robust help system for IT service
City of Hutto Texas

Accountability
- Need structured technology knowledge transfer to new employees
- Need to provide interactive dynamic web maps
- Network/system not reliable
- Network bandwidth inadequate
- No Service level agreements
- Optimistic about OSSi
- OSSi consortium Governance is non-existent; county is a bully
- Outdated OS (XP) on some PCs

Accountability
- Patron Internet connection very slow; Need additional Time-Warner connections
- Point-to-point network is substandard
- Portal is not managed well (times out)
- Provide City/Community CATV broadcast
- SCADA is important (8 PLCs)
- Smart phones potential not being realized
- Some departments feel a bit like a "head-headed step child" regarding technology
- Springbrook Financial system must be replaced

Accountability
- Springbrook WQ is hard/impossible to use and doesn’t track time well/at all
- Staff is not well trained in Technology
- Standalone SW/purchases have been helpful, but others are wasted/headed
- Support/enhancement requests to vendor are 8 months behind
- Technology has improved, but still not adequate
- Terminal Services implementation not engineered well
- Thin client is too restrictive and don’t work well
- Tough books are new
- Unsure of “what’s out there” that would help Hutto and its citizens

Accountability
- Users not in control of destiny
- Vinyl Sign plotter is old and unreliable, as is the computer that runs it, but the software is the best
- Visil Hutto is very slow (not sure if internal issues or Internet issues)
- VPN is inadequate and does not work well
- Want robust GIS that is used by many departments
- Wonderware is old version and to be able to control remotely

What is the Accountability target for Hutto?

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<td>Too Often/Right</td>
<td>Too Frequently/Mostly</td>
<td>Very Often/Some</td>
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<td></td>
</tr>
<tr>
<td>Current</td>
<td>No Clear Accountability for Projects, Execution unfamiliar</td>
<td>Staff Response that it is a No-Go/Infeasible</td>
<td>Real Problems - Value Accountability for projects, expectations are part of a larger system, and results are evaluated continuously</td>
<td>Plan Must be Detailed, Clearly Defined</td>
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<td>8</td>
<td>9</td>
<td>10</td>
</tr>
</tbody>
</table>

Web / eGovernment
- Civic plus website is antiquated
- Need a resource for web application development
- Need Consumer info for water customers
- Need static and dynamic areas in websites
- Need to refresh web site (budgeted)
- No city person assigned to website
- No news feed availability
- Online consumer water usage information is minimal
City of Hutto Texas

Security
- A lot of privately-owned technology used being used by city staff
- Better definition of best practices & policies
- Increase use of cloud
- IP phone system is not up 24/7/365
- Key IT person is not an employee (mentioned in virtually every group)
- Little to no on-going training
- Mobile computing needs to be widely available

Security
- Need central control of a SCADA and SCADA-like system
- Need structured technology knowledge transfer to new employees
- Need to exploit full capabilities of deployed smart phones
- Network / system not reliable
- Network bandwidth inadequate
- No availability of citizen input of problems, issues, etc
- No hardware / component replacement plan
- Out dated OS (XP) on some PCs

Security
- Point-to-point network is substandard
- Poor access to data
- SCADA is Important (8 PLCs)
- Should install WiFi in parks & elsewhere
- Smart phones have been “dumbed down”
- Smart phones potential not being realized
- Springbrook Financial system must be replaced
- VPN is inadequate and does not work well
- Wireless system is unreliable
- WonderWare is old version and not able to be controlled remotely

IT Staff Reporting
- Acquired Technology has not been managed well
- CAD not working well
- Firewall is not robust
- Have been acquiring new technology, but not obtaining human resource to support
- Have IT support stretched too thin, many come to finance now for help
- IP phone system is not up 24/7/365
- IT department staffing model is not adequate

IT Staff Reporting
- Need a resource for web application development
- Need more IT personnel
- Need robust help system for IT service
- No city person assigned to web
- Portal is not managed well (times out)
- Some departments feel a bit like a “read-headed step child” regarding technology
- Support problems for all it issues with the myriad of applications and hardware in PD
- Visit Hutto is very slow (not sure if internal issues or Internet issues)
City of Hutto Texas

### What is the Technology Staff Reporting target for Hutto?

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### IT Staff Sourcing

- Have been acquiring new technology, but not obtaining human resource to support.
- Have IT support stretched too thin, many come to finance now for help.
- IT department staffing model is not adequate.
- IT staffing too lean.
- Key IT person is not an employee (mentioned in virtually every group).
- Need 2nd IT staff person.

### Quick Hits Definition

- Relatively easy.
- Relatively quick to accomplish.
- Relatively low cost.
- Relatively high impact/high value.

### Possibilities for Quick Hits

- Can’t set up book donation program because of Springbrook (possible quick hit opportunity).
- Civic plus website is antiquated.
- Don’t know how to gain full benefit of phone system.
- Few tools to monitor network throughput.
- Firewall is not robust.
- GIS need to be evangelized/promoted to all relevant City departments.
- Inadequate policies regarding personal technology being used for city business.
City of Hutto Texas

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<tr>
<th>Possibilities for Quick Hits</th>
<th>Possibilities for Quick Hits</th>
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<tr>
<td>• IP phone system is not up 24/7/365</td>
<td>• Need initial and on-going training on all relevant capabilities of system</td>
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<tr>
<td>• Key IT person is not an employee (mentioned in virtually every group)</td>
<td>• Need published standards for data/drawings from developers</td>
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<tr>
<td>• Little to no on-going training</td>
<td>• Need structured technology knowledge transfer to new employees</td>
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<td>• Little vendor management</td>
<td>• Need to be able to track training status of staff</td>
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<td>• Need a solid city facilities progression plan</td>
<td>• Need to exploit full capabilities of deployed smart phones</td>
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<td>• Need automated technology Inventory management system and workstation configuration tracking</td>
<td>• Need to handle chip card at credit card terminal</td>
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<td>• Need better guidelines for budgeting</td>
<td>• Need to have an agenda to move forward</td>
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<tr>
<td>• Need better internal communications</td>
<td>• No City GIS Users group</td>
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<td>• No city person assigned to web</td>
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<thead>
<tr>
<th>Posibilities for Quick Hits</th>
<th>Possibilities for Quick Hits</th>
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<tbody>
<tr>
<td>• No document management and retention policies</td>
<td>• No systematic HW purchase and upgrades policies</td>
</tr>
<tr>
<td>• No facilities progression plan</td>
<td>• OSS consortium Governance is non-existent; county is a bully</td>
</tr>
<tr>
<td>• No Intranet in place</td>
<td>• Staff is not well trained in Technology</td>
</tr>
<tr>
<td>• No SLA for Springbrook support</td>
<td>• Terminal Services implementation not engineered well</td>
</tr>
<tr>
<td>• No systematic HW purchase and upgrades policies</td>
<td>• Web site is only in English</td>
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Appendix B

Future State of Technology Delivery
City of Hutto Texas

Technology Delivery Attributes
- Governance
- Acquisition
- Funding
- Projects
- Accountability
- Web / eGovernment
- Application Sourcing
- Security
- IT Staff Reporting
- IT Staff Sourcing

Governance
- Hutto establishes a Technology Oversight Team comprised of senior leadership and tasked with acting not as departmental representatives, but serving the enterprise by serving the best interests of all departments throughout the entire City.
- All City departments work together to jointly execute technology plan/projects.
- All City departments work together to jointly plan for technology.

Governance
- The City has shared resources for those departments that need them.
- Hutto has a Strategic Technology Plan in place, and all Departments are engaged with it.
- Hutto has a shared vision for Technology across the City.
- Appropriate governance processes are in place that balance centralized oversight and departmental preferences.

Governance
- There are clear business (not just technology) strategies in place in all the City’s departments.
- Clear Technology business/ROI objectives are in place.
- Exception processes exist to allow innovation in process and projects.
- The City does not desire to be on the "bleeding edge" of technology, but perhaps near the "leading edge."
City of Hutto Texas

Acquisition

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<tbody>
<tr>
<td>Title</td>
<td>Do Your Own Thing</td>
<td>A Team of 3 - 7 people to implement technology</td>
<td>Let’s Get Together and start working</td>
<td>Adopt &amp; Communicate</td>
<td>Further Improve Devl</td>
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<tr>
<td>General Description</td>
<td>Each Department should do their own thing that fits the budget for Python</td>
<td>No defined technology needs</td>
<td>Training to implement standards and specifications</td>
<td>IT Brings the standard with input from departments</td>
<td>One Central Purchasing, Etc. deals with Technology Related</td>
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Acquisition

- The selected acquisition strategy mitigates risks identified as part of the planning process
- All stakeholders are involved in establishing the acquisition strategy
- Estimates of project planning parameters are established and maintained.

Acquisition

- An organizational policy for planning and performing the acquisition process exists
- Information systems & other technology acquisition, development and maintenance are considered in the context of the long- and short-range technology plans of the organization.

Funding

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<td>Title</td>
<td>Creating Total Departmental Value</td>
<td>Collaboration funding based on Portfolio Analysis</td>
<td>Coordinate Funding</td>
<td>Funding Departmental Level</td>
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<td>Why Should Things Be Done the Way They Are?</td>
<td>Technical Levels of Joint Planning and Collaboration</td>
<td>Dependent on policies for Technology Funding</td>
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City of Hutto Texas

Funding
- All project life cycle costs are considered in project funding
- Funding priorities based on ROI analysis
- To minimize cost impact, funding should be directed towards efforts which leverage existing data collection, reducing the ‘Silo Effect’
- All Technology funding is tracked using common budget/accounting codes

Projects
- Establish a Project Management Office (PMO)
  Note: Initially will be a PMO Office under a PM Office
  PMO “horizon” stage and approves project process definitions as need and requested
  Acts as environment/consultant for almost all projects
  Reports the status of projects to stakeholders
- Key roles are established for all projects:
  Corporate sponsor (a Department head)
  Project manager (from using department)
  Technology liaison (from IT)
  All stakeholder department(s) identified and engaged
- Note: IT is corporate sponsor and/or project manager only on pure technology projects, e.g., upgrade/evolution

Projects
- Approval/Initiation
  Technology Oversight Committee approves initiation of all projects
  Once project is approved to begin, it will proceed to completion or be cancelled completely
- Project oversight
  PMO receives regular updates on project status
  PMO relays status of all projects to senior management and the Technology Oversight Team

Projects
- Pre-project
  IT serves in a consulting role for departments that need guidance (need to establish responsibility for one position to serve in this fashion)
  Proposing organization develops a Delta Analysis for proposed project (comparing current state to future state)
  Proposing organization develops a Cost Benefit Analysis (Delta Analysis with cost added)
  Proposing organization develops a ROI Analysis (Cost Benefit with return on investment – time = calculated)
  Proposing organization develops a list of project validation milestones

Projects
- Post-project
  PMO receives an evaluation of all projects
  What went well
  What could have gone better
  PMO relays evaluation of each project to senior management and the Technology Oversight Team
City of Hutto Texas

Accountability

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- Project
  - Ultimate accountability for projects rests with the corporate sponsor.
  - All projects are taken as part of a larger context.
  - Each project has a designated corporate sponsor and project manager/lead from the business unit sponsoring the project.
  - Project resources are allocated effectively to ensure successful completion.
  - Each manager is accountable for delivering according to the project plan.
  - Performance of managers is tracked against deliverable schedules.
  - A mechanism is in place to manage for contingencies.

Accountability

- Other standard practices
  - Conformance to City policies and practices.
  - Managers delivering on commitments.
  - Clear and effective reporting to all constituencies.
  - Ownership of issues and problems (not just mistakes) are not punished with a “death penalty,” but rather addressed.

Web / eGovernment

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- An inventory of City services would exist, with an indication of which have automated support, with most being available via the Internet.
- All web-enabled applications will have internal/external connectivity, as appropriate.
- All new/improved applications will be web-enabled when appropriate.
- Plans for alternate (non-web) service continuity will be in place.
- Security/Privacy is considered for eGov applications.

Application Sourcing

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City of Hutto Texas

Application Sourcing
- While multiple application systems and solutions from a single vendor is hoped for, it is not an absolute requirement
- The number of software application vendors is designed to be minimized
- While “best-of-breed” application systems and solutions for capabilities not available are acceptable, commonality with existing systems and data standards are a requirement for these systems
- Data Standards will be established using a collaborative model to include IT and all affected departments

Security
- Security policy is established
  - The system is accessible, but well managed with a strong bias toward caution
  - No modems are allowed, but exceptions could be made for valid operational considerations
  - All outside CD/disk/memory sticks introduced into the system would be rigorously scanned by a resilient monitoring environment
  - While some VPN connections would be made available, the connections would through a resilient VPN server

IT Staff Reporting
- Different responsibilities
- Allocations
- Skills
- Training
- Experience

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City of Hutto Texas

IT Staff Reporting

• The central IT group will have most responsibilities
  • Ownership/ownership of, and support for, the city-wide core technology infrastructure
  • Linkages (fiber, copper, wireless)
  • FDXs
  • Desktop (including applications)
  • Log and print servers
  • Connectivity to Internet
  • Most application servers are requested by application "owners/athletes"
  • Consultative assistance to departments
  • Engagement on all relevant projects
  • Hosting collaboration session with other departments
  • Development of SLA with all departments

IT Staff Reporting

• Some departments have 1 or more identified IT staff as having their primary responsibility to be support for department
  • Part of IT with "dotted-line" connection to department while not recommended, one or more technology staff could become a part of department with dotted-line connection to IT
  • Accountable for active technology collaboration with IT and/or other departments and groups in the City
  • Only involved in support of departmental unique technology of (no support of desktop, trivial activities, or infrastructure)

IT Staff Sourcing

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<td>All IT Staff are Organized on Discipline</td>
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<td>Internal Staff/ External IT Services</td>
<td>Specific Applications Support Outsourced</td>
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IT Staff Sourcing

• Outsourcing will provide specialized expertise
  • Limited number of selected engagements with vendors/specialists/consultants to support augmentation of ongoing efforts and service delivery
  • Vendor support for most vendor-provided "packaged applications"
  • External support/assistance for specialized technology
  • External sourcing/assistance for "one-off" efforts, for example, implementation of a new technology . . .
  • 3rd party vendor implementation
  • Internal staff works with implementation and then maintains
  • Staff augmentation
  • Adequate and appropriate internal staffing levels are the maintained
Appendix C

Example of Intranet-based Technology Delivery Policy
Hutto Information Technology Department (Example)

**Background**

Every customer - internal and external - of the Information Technology Department (IT) of Hutto, has rights that will be observed by the IT department. There are also expectations IT has for its customers: these are provided below. The IT department sees these rights and expectations as being part of the tacit contract between itself and its customers.

**Customers’ Bill of Rights**

1. Every customer has the right to a computer that meets their needs.
2. Every customer should have the required software tools to be able to accomplish their job.
3. An operating environment should be provided that enhances the potential power of the individual computing system of the customer.
4. Every customer should have training to effectively use all information tools provided by IT.
5. Every customer should have assistance available for all information tools provided by IT.
   1. Problems with any component of the information toolset provided by IT should be professionally and appropriately addressed by IT in a reasonable time-frame.
6. Customers should expect IT to be their partner in their personal success.
7. Customers have the ownership of their systems, data and processes.
8. Customers have the right to expect excellence in consulting and support in operational strategy development and implementation.
9. Customers have the right to expect a quality deliverable in any product or service received from IT

**Expectations for IT customers**

1. Customers will learn to use the tools provided them
2. Customers will provide adequate funding for information needs in accordance with existing The City of Hutto policies and practices
3. Customers will allow adequate time to perform information activities, including contingent time for unanticipated problems.
4. Customers will use the information tools and systems in the way they were intended, including adherence to existing The City of Hutto policy and practices (e.g. following guidelines on software duplication).
5. Customers will document problems and play a role in the problem determination and resolution
6. Customers will recognize the need for a prioritized approach to problem resolution, system enhancement and information resource deployment and work as a team player to meet larger group needs.
Hutto Information Technology Department (Example)

Customers

The Information Services Group (IT) sees every person that the City seeks to serve as its customer. These customers may be classified in many ways and along many boundaries. Here are some ways customers are viewed:

- The Organizationally
  - Internal: These are employees or affiliates of The City of Hutto.
  - External: These customers are contractors, vendors and others with whom The City of Hutto has relationship and that require information services from the IT department.

- Geographically
  - Local: Customers who are located within The City facilities
  - Remote: Customers who are not located in The City facilities

- Connectedness
  - On-line: Customers who have a continuous connection to the City of Hutto network
  - Off-line: Customers who have a dial-up connection to the City of Hutto network

Return to Bill of Rights
Hutto Information Technology Department (Example)

**Computer Standards**

**Standard System** *(will need to be routinely updated)*

- Desktop system with Pentium V, 250 mHz processor or better
- Windows XP or Windows Vista
- 512 mB RAM
- 10 GB disk

**Enhanced Performance Desktop System** *(will need to be routinely updated)*

- For those who demonstrate to the head of their functional area that a need exists for enhanced computing
- Extra cost funded by department budget
- Enhanced performance standard
  - Pentium V processor
  - Windows XP or Windows Vista
  - 1+ GB of RAM
  - 100+ GB disk
  - Multiple monitors (with demonstrated and documented need)

**Special Laptop System** *(will need to be routinely updated)*

- For those who demonstrate to the head of their functional area that a need exists for mobile computing
- Extra cost funded by department budget
- Laptop standard
  - Pentium V processor
  - Windows XP or Windows Vista
  - 256 mB of RAM
  - 5 GB disk
- Enhanced performance standard
  - Pentium V processor
  - Windows XP or Windows Vista
  - 1 GB of RAM
  - 100 GB disk

[Return to Bill of Rights]
Hutto Information Technology Department (Example)

**Software Tools**

Every customer within the City of Hutto has the right to purchase and use any and all software tools that are deemed necessary to accomplish their job. The Information Technology Department (IT) will provide a standard set of software tools for use by IT’s customers within The City of Hutto. IT will also provide the infrastructure necessary to support any other software tools that are required by the customers as long as those tools are compatible with established IS Infrastructure Guidelines, i.e., operating systems, server types, etc. (see below). If requested, IT will assist the customers in evaluating, selecting, and implementing new software tools.

*IT will only provide Help Desk assistance and user support for those software tools that IT provides to the customers or that IT assists the customers in selecting and implementing.*

Software Tools currently supported by IT:

- Any system written or provided by IT
- Microsoft Office (Word, Excel, PowerPoint, Outlook, Access)
- Microsoft Exchange
- Microsoft Project

Infrastructure Guidelines:

- Windows 2000 or XP
- Windows NT
- SQL Server
- Visual Basic

[Return to Bill of Rights]
Hutto Information Technology Department (Example)

**Use of Software Tools**

- Customers will use the software tools and systems in the way they were designed and intended to be used.
- Customers will receive all the training necessary for them to understand and effectively use the software tools available to them.
- Customers will read and adhere to all documented procedures concerning the use of the software tools and systems available to them.
- All software loaded on The City of Hutto computers must be legally purchased. No unlicensed software should exist on any The City of Hutto PC, processor, or file server. All laws regarding unauthorized duplication of software should be observed.

[Return to Bill of Rights]
Hutto Information Technology Department (Example)

Operating Environment

The Information Services Group (IT) will provide every customer with a properly configured system, including an operating environment which maximizes user productivity and use of computing resources.

Current Operating Environment offered by IT

- Microsoft Windows XP or Vista operating system for personal computers.
- Network file shares for sharing documents.
- High-speed networked departmental printers.
- Remote access (dial-in) to The City network and applications.
- Microsoft Exchange Server for mail and scheduling.
- IBM AS/400, RISC/6000 platforms for departmental applications.
- High speed Internet access.
- VPN access for secure dial-up and Internet based access

Enhancements to Operating Environment currently in development

- Addition of new high-speed servers to increase performance of all applications.
- Network fax services for outbound faxing via Exchange or Windows applications.

Return to Bill of Rights
Hutto Information Technology Department (Example)

Training

The Information Services Group (IT) sees every department as having adequate training made available to them to effectively use the information tools provided by IT.

H/R? will develop and administer corporate training classes. IT will partner with this the City by providing the necessary expertise to them during the development of training curriculum to ensure its accuracy.

The City of Hutto departments have the responsibility of contacting H/R to schedule their people on a timely basis for the appropriate training classes.

The costs associated with the training are to be handled by each department for their people.

Return to Bill of Rights
Example Information Technology Department (Example)

Customer Assistance

Level 1 Customer Assistance

Internal

All calls to the helpdesk will be answered, logged, and assigned a Priority of 1-5. If the problem cannot be solved within 5-10 minutes, it will be escalated to a Systems Analyst or to Technical Services for a resolution. Any calls escalated past Level 1 will be followed up with a call to the customer.

External

All calls to the helpdesk will be answered, logged, and assigned a Priority of 1-5. If the problem can or cannot be solved by Level 1 within 5-10 minutes, it will be escalated to Level 2 for further assistance.

Level 2 Customer Assistance

Internal

Calls escalated to Level 2, depending on the Priority assigned will be solved within a reasonable amount of time. Users will be notified when their problem has been solved. If the problem is determined to be a training issue, Level 2 will recommend the training needed.

External

Calls escalated to Level 2, depending on the Priority assigned will be solved within a reasonable amount of time and users will be notified when their problem has been solved.

If the problem is determined to be a training issue, Level 2 will recommend the training needed.

Return to Bill of Rights
Hutto Information Technology Department (Example)

Problem Resolution Priorities

Priority 1

- Type of situations
  - Database is being corrupted
  - Multiple associates are being idled by the problem
  - Significant financial resources are at immediate risk
  - Personnel issues, which have been appropriately planned (e.g. payroll), would be negatively impacted by additional delay; workarounds are not available
- Service level targets
  - Discussion with technician: 15 minutes
  - Resolution begins: 1 hour
  - Resolution completed: 2 hours

Priority 2

- Type of situations
  - Erroneous data is being stored
  - An associate is being idled by the problem
  - Significant financial resources are at future risk
  - Personnel issues, which have NOT been appropriately planned (e.g. late payroll), would be negatively impacted by additional delay; workarounds are not available
- Service level targets
  - Discussion with technician: 1 hour
  - Resolution begins: 2 hours
  - Resolution completed: ½ business day

Priority 3

- Type of situations
  - Correct data cannot be stored
  - An associate is being delayed by the problem
  - Significant financial resources may be at risk
  - Customers of our customers would be negatively impacted by additional delay; workarounds are not available
- Service level targets
  - Discussion with technician: 4 hours
  - Resolution begins: 20 hours
  - Resolution completed: next business day
Priority 4

- Type of situations
  - Data cannot be retrieved
  - Processes are being negatively impacted by the problem
  - Some financial resources may be at risk
  - Customers are inconvenienced by additional delay; workarounds are only marginally useful

- Service level targets
  - Discussion with technician: 1 day
  - Resolution begins: 2 days
  - Resolution completed: 1 week

Priority 5

- Type of situations
  - Data is not presented exactly correctly
  - Processes are being hampered by the problem
  - Some cost could be incurred in the future
  - Customers are inconvenienced by additional delay; workarounds are inconvenient

- Service level targets
  - Discussion with technician: 1 week
  - Resolution begins: 3 weeks
  - Resolution completed: 1 month

Escalation

- Once the target service level has not been reached, the problem escalates one level, as though it were a new problem
- Every problem that escalates must be reported to IT Management within 24 hours.

Setting Priorities

- In order to mediate the urgency of concern from our customers with the workload of software engineers, the assistance team will determine the priority of a call. It is expected that normally there will be agreement with the customer.
- If user believes a service issue must be a higher priority, that customer is invited to appeal the determination, following these steps:
  1. User takes it to assistance team leader; if still dissatisfied ...
  2. User takes it to own Department leadership who discusses with assistance team leader; if still dissatisfied ...
  3. Department leadership takes it to Assistant The City Manager who discusses it with IT Manager; if still dissatisfied ...
4. ACM takes it to the City Manager who will discuss with IT Manager and make a determination.

Return to Bill of Rights
Hutto Information Technology Department (Example)

Priority

Expectations from IT:

A key issue in our partnership is realizing that all concerns are not equal. As partners in the same company it is essential that our customers not only acknowledge the concept of priority but actively participate in the prioritization process. This is not a passive wait and see approach but an active analysis and determination of the impact of using IT resources in the process. When it makes economical and practical sense to use IT, IT will willingly and whole heartily approach the problem. Our customers must be committed to a team approach willing to do all they can to assist. Ultimately the systems ownership and responsibility resides with the customer. IT is only a supportive member of the team.

Return to Bill of Rights
Hutto Information Technology Department (Example)

Partner

One of The City of Hutto's key factors in its success is the internal partnership approach among departments and also with vendors and its citizens. This relationship is also a critical factor for the Information Service Group (IT). IT wants to be a partner to allow each department and group achieve the fullest measure of success. IT is a technological and developmental resource to be called upon by all of The City of Hutto to assist in their success. IT does not develop and implement solutions for the IT department but for each department to enhance their ability to succeed.

IT partners in implementing technological solutions

IT has implemented many technological solutions for our customers. The development of e-mail and voice mail is two of many such solutions. The increased communication ability has greatly increased The City of Hutto's position in the market place. It is a service provided to all of our partners.

IT partners in developing and implementing system solutions:

One of the most important areas IT serves our customers is in the development and implementation of systems. IT serves on the technical issues while the customer works on the data, functionality and testing of their system. Neither group can accomplish the goal of implementation without the partnership of all.

IT partners in problem solving:

Problems or opportunities are always available to The City of Hutto. There must be a partnership in solving them. A problem which arises must be seen as a problem for the company. There must be joint effort to prioritize and resolve the problem. IT must work with our customers to determine the correct method, procedure and timing for problem resolution. IT commits to work with our customers to resolve their problems but we require our customers to be our partner in the analysis and resolution of the problem.

Return to Bill of Rights
Hutto Information Technology Department (Example)

Ownership

The Information Services Group (IT) sees users as having ownership of their systems, processes, and data as agreed to by the IT Committee. IT does not own any systems, processes, or data other than that which is necessary for the operation of IT within established guidelines. IT simply owns and provides the desktop environment and the data pipeline to and from the other systems, processes and data. The City of Hutto departments have responsibility for the accuracy of the data used within their systems.

An example of ownership of a system:
[add relevant specific example here]

An example of ownership of a process:
[add relevant specific example here]

An example of ownership of data:
[add relevant specific example here]

IT will own the desktop and data pipeline of systems and data. IT will handle getting systems to work with each other (Interfaces), getting data from point to point (Communications), and will control the format of data for those purposes.

Return to Bill of Rights
Hutto Information Technology Department (Example)

**Training Expectations**

The Information Services Group (IT) expects its customers to schedule their training on a timely basis to maximize the user’s capabilities with the tool.

All users of a particular information tool should attend the appropriate training class to maximize its benefits to the department.

Re-occurrence training is expected to be scheduled as upgrades and enhancements are made to a particular information tool.

[Return to Bill of Rights]
Hutto Information Technology Department (Example)

**Documentation of Problems and Resolution**

The Information Services Group (IT) expects its customers to assist in definition and documentation of problems. End users have first hand knowledge of what is going wrong with a system, be it hardware or software. IT needs your input in helping determine the cause of the problem so that the best course of action can be taken to solve the problem.

**When a problem occurs:**

- Write down any error messages or performance characteristics that show what the computer or software is doing.
- Write down exactly what you were doing when the problem occurred.
- Consider whether you have done something differently than your normal process in using the system. If so, write that down.
- Once all this is done, Call the Help desk
  1. Your information (what you just documented) will be logged
  2. They will establish initial priority
  3. They will see that the problem is addressed
  4. They will keep you fully informed

**Do not turn off your computer without instruction from the help desk.** This could cause more problems and make the situation much more difficult to resolve.

We ask that all users work with IT in recreating the problem (if needed), so we can see what needs to be done to fix it.

Your cooperation is greatly appreciated and will help us to help you.

[Return to Bill of Rights]
Appendix D

Sample Documents for Proposing Technology Projects
# 1 – A Technology Idea

Please complete the form with the requested information. Just fill in the spaces the appropriate information. You can later add to the information if needed.

<table>
<thead>
<tr>
<th>Idea</th>
<th>Document Date: ______________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who had the idea?</td>
<td>Provide the name of the person who had the idea</td>
</tr>
<tr>
<td>Department</td>
<td>In which department is the person above assigned? Note: the idea could be for a different department.</td>
</tr>
<tr>
<td>Idea/Project Number (will be added later)</td>
<td>This tracking number will be assigned by the PMO</td>
</tr>
<tr>
<td>Idea/Project Short Name</td>
<td>Give a simple name to this idea/project</td>
</tr>
<tr>
<td>Generally describe the idea/project</td>
<td>Briefly describe the idea/project, its goals, purpose, etc.</td>
</tr>
<tr>
<td>Why should this be done?</td>
<td>Briefly describe the purpose / impact / value of this idea/project and/or how it would affect the department's work. If known, how does this align with organizational strategic goals, etc.</td>
</tr>
</tbody>
</table>

I have reviewed this idea and believe it merits further evaluation.

The person who should act as project manager going forward is __________________________

Corporate Sponsor/Department head name: __________________________

Signature: __________________________ Date: __________________________

7/12/2009
2 - Delta Analysis

Please complete the form with the requested information. Just fill in the spaces the appropriate information. You can later add to the information if needed.

| Idea/Project Short Name: ___________________________ | Document Date: ____________ |
| Idea/Project Number: ___________________________ | Page: ________ |

### Delta Analysis

<table>
<thead>
<tr>
<th>Issue</th>
<th>Existing Ability/Method</th>
<th>New Ability/Method</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

If more issues are identified, create additional pages and update the page number at the top.

I have reviewed this Delta Analysis and believe this project merits further evaluation.

Corporate Sponsor name: ___________________________

Signature: ___________________________

Date: ____________

7/12/2009
### Roles

Please complete the form with the requested information. Just fill in the spaces the appropriate information. You can later add to the information if needed.

<table>
<thead>
<tr>
<th>Idea/Project Short Name:</th>
<th>Document Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idea/Project Number:</td>
<td>Page:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Owning Department</strong></td>
<td>Provide the key department name for this project</td>
</tr>
<tr>
<td><strong>Corporate Sponsor</strong></td>
<td>Department head assigned-normally same as on the Idea form</td>
</tr>
<tr>
<td><strong>Project Manager</strong></td>
<td>Person from the owning department (typically)</td>
</tr>
<tr>
<td><strong>I.T. Liaison</strong></td>
<td>Person assigned from I.T.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stakeholder Department</th>
<th>Stakeholder Department Liaisons</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If more stakeholder departments are identified, create additional pages and update the page number at the top.

I have reviewed these recommended candidates and believe they are appropriate for this project.

**Corporate Sponsor name:**

**Signature:** ____________________________  **Date:** _____________

7/12/2009
4 - Assumptions

Please complete the form with the requested information. Just fill in the spaces the appropriate information. You can later add to the information if needed.

<table>
<thead>
<tr>
<th>Idea/Project Short Name:</th>
<th>Document Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idea/Project Number:</td>
<td>Page:</td>
</tr>
</tbody>
</table>

Assumptions

Project Assumptions

If more assumptions are identified, create additional pages and update the page number at the top.

I have reviewed these assumptions and believe they are complete and appropriate for this project.

Corporate Sponsor name: ________________________________

Signature: ___________________________ Date: ____________

7/12/2009
## Cost Benefit Analysis

### Total Cost of Implementation

<table>
<thead>
<tr>
<th>Infrastructure</th>
<th>Initial Cost</th>
<th>Absorption of existing Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardware</td>
<td>Initial Cost</td>
<td>5 Year Maintenance</td>
</tr>
<tr>
<td>Software</td>
<td>Initial Cost</td>
<td>5 Year Maintenance</td>
</tr>
<tr>
<td>Training</td>
<td>Initial Cost</td>
<td>5 Year Recurring-new &amp; existing users</td>
</tr>
<tr>
<td>Project Management</td>
<td>3rd Party Initial Cost (if any)</td>
<td></td>
</tr>
<tr>
<td>Total Costs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Total Savings

<table>
<thead>
<tr>
<th>Hard Savings</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Soft Savings</td>
<td>Amount</td>
</tr>
<tr>
<td>Cost/Savings, net of . . .</td>
<td>Hard Dollars</td>
</tr>
</tbody>
</table>

---

One or more subsequent pages are required

7/12/2009
# Cost Benefit Analysis

Intangible / Non-Financial Benefits

[Blank lines for input]

If more benefits are identified, create additional pages and update the page number at the top.

I have reviewed this Delta Analysis and believe this project merits further evaluation.

Corporate Sponsor name: ____________________________

Signature: ____________________________ Date: __________

7/12/2009
7 - ROI & Funding Sources

Please complete the form with the requested information. Just fill in the spaces the appropriate information. You can later add to the information if needed.

<table>
<thead>
<tr>
<th>Idea/Project Short Name:</th>
<th>Document Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idea/Project Number:</td>
<td>Page:</td>
</tr>
</tbody>
</table>

### ROI (Return on Investment)

<table>
<thead>
<tr>
<th>Return on Investment</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payback Period(years)</td>
<td>How long will it take to break even on the project investment?</td>
</tr>
<tr>
<td>NPV-Net Present Value</td>
<td>NVP accounts for the time value of money.</td>
</tr>
</tbody>
</table>

### Funding Sources

<table>
<thead>
<tr>
<th>TCI-Total Cost to Implement (Cost/ net of Hard savings from form 5a)</th>
<th>Source Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source</td>
<td>Source Amount</td>
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</table>

If more sources are identified, create additional pages and update the page number at the top.

I have reviewed this ROI & identified funding sources and believe this project merits final evaluation.

Corporate Sponsor name: ____________________________________________

Signature: ____________________________ Date: ________________

7/12/2009
# 8 - Timing & Milestones

Please complete the form with the requested information. Just fill in the spaces the appropriate information. You can later add to the information if needed.

| Idea/Project Short Name: __________________________ | Document Date: __________ |
| Idea/Project Number: ___________________________ | Page: _______ |

## Project Timing

<table>
<thead>
<tr>
<th>Requested Project Timelines</th>
<th>Requested Start Date (mm/dd/yyyy)</th>
<th>Requested Completion Date (mm/dd/yyyy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors Impacting Initiation of project deployment date</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factors Impacting project deployment length</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factors Impacting project conclusion date</td>
<td></td>
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</tbody>
</table>

If more factors are identified for any item above, create additional pages and update the page number at the top.

## Early Project Milestones

*Minimum of 2*

<table>
<thead>
<tr>
<th>Early Validation Milestones</th>
<th>Time offset of the Start (in work days)</th>
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<tbody>
<tr>
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</table>

If additional milestones are identified, create additional pages and update the page number at the top.

I have reviewed the timing and early milestones and believe this project merits approval by the TOT.

Corporate Sponsor name: __________________________

Signature: __________________________ Date: __________

7/12/2009