The Center for Digital Government (Center) and the Digital Communities program have launched the tenth anniversary national Digital Cities Survey!

In 2011, the survey focuses on the results achieved through the use of technology -- both in terms of operating efficiencies and realizing strategic objectives. In the wake of the fiscal crisis, it is no small task to provide services while keeping the enterprise moving forward. This year the survey questions address these issues in a more concise arrangement in light of time constraints.

The Center will present top-ranked cities with the Digital Cities Survey award and they will be honored at a reception during the National League of Cities’ annual conference. Additionally, winners will be featured on govtech.com, in Digital Communities articles and the Center’s best practices and thought leadership publications.

The Center for Digital Government is a national research and advisory institute on information technology policies and best practices in state and local government. The center is a division of e.Republic, a national publishing, event and research company focused on smart media for public sector innovation.

The Center thanks AT&T; CDW-G; Hyland Software, developers of OnBase; and Symantec for underwriting the 2011 Digital Cities Survey and for supporting our nation’s cities.

**The deadline for submissions is Wednesday, September 7, 2011.**
BACKGROUND INFORMATION AND RESOURCES FOR COMPLETING THE 2011 DIGITAL CITIES SURVEY

Recognition

U.S. city and consolidated city/county governments with populations 30,000 or more are invited to participate in this survey. City surveys are classified by population and rankings will be established within each group as follows:

City surveys are classified by population and rankings established within each group as follows:

- 30,000 – 74,999
- 75,000 – 124,999
- 125,000 – 249,999 and
- 250,000 or more

Survey and all supporting documents:

This document contains all survey documents in Word, including Instructions, Survey Questions, CIO Poll, Appendices and the Glossary.

Realigned Approach: Moving from Process to Results (see Appendix A)

Digital Cities Survey Questions: Programmatic Impacts and Transformation

- The survey includes questions about results in each of the following areas:
  - Question 1. Adaptive Leadership and Innovation in Information and Communications Technology (ICT)
  - Question 2. Computing
  - Question 3. Network
  - Question 4. Applications
  - Question 5. Data and Security
  - Question 6. Governance Management and Funding
  - Question 7. Specific Service Delivery Highlight
  - Question 8. Specific Service Delivery Highlight
  - Question 9. Specific Service Delivery Highlight (for larger cities)
  - Question 10. Citizen Engagement, Open Government and Online/ Mobile Services
  - Question 11. Innovation
  - Question 12. Jurisdictional Differentiator (critical success factors)

Digital Cities CIO Poll: The View from ICT Leadership

- The poll completes the context for analysis and the identification of best and emerging practices.

Criteria and Scoring (see Appendix B):

- Responses to Survey questions will be evaluated and scored.
- Responses to CIO Poll questions will not be scored but credit will be provided for completion.
Length of Responses

- The Center and Digital Communities recognize the commitment of time and expertise needed to complete the survey.

- The 2011 survey has condensed and reduced the number of narrative scored responses from 21 to 11 (for smaller cities) and 12 (for larger cities).

- For those who responded in 2010, please note the following correlation of responses in 2011 to 2010 questions:
  Questions “a” and “b” are the same.
  Question 1 was 1A; question 2 was 1B; question 3 was 1C; question 4 was 1D; question 5 was 1E; question 6 was 1F; question 7 was 2-4; question 8 was 2-4; question 9 was 2-4; question 10 was 5; question 11 and 12 are new.
  The CIO Poll is virtually the same except P2 has been changed.
  Appendix A and the Glossary are the same; Appendix B has been revised.

Sharing Lessons Learned/ Best and Emerging Practices

- Taken together, the survey and poll provide a systematic way to learn about what works and why.
- We ask these questions to learn, and we learn so that we can give advice and contribute to informed collaboration among cities and the identification of best and emerging practices.

Adaptive Leadership and Innovation in Information and Communications Technology (ICT)

A word of context about these questions:

Being a digital city is about bringing value quickly and consistently; it is also about adaptive CIO leadership, collaboration across the ICT community and creating trust among public officials – the city that does these things well is the “Digital City”.

Since 2001, the Digital Cities Survey has measured and prodded in this direction. Now, the ‘great recession’ may be over, at least technically, but the unprecedented economic changes are still working their way through government, with significant effects on both budgets and service delivery. The immediacy and urgency of the moment is, like the external conditions, unprecedented.

The moment matters for the public sector ICT community – it is, to borrow a phrase from a recent bestselling book, a game changer. Information and communications technology becomes recognized and supported because it produces value where and when value is needed. ICT needs strategies and infrastructures, which are flexible and adaptive to needs as those needs arise. This is particularly necessary during times of political and institutional
stress, public agitation and scarce resources.

Center for Digital Government’s 2011 Digital Cities Survey
Registrant/respondent (required):
First Name:
Last Name:
Title/Role:
Agency:
City Website URL:
E-mail:
Phone:
Fax:
Address:
City/Town:
State:
ZIP Code:

Alternative city contact if the registrant is not available:
First Name:
Last Name:
Title/Role:
E-mail:
Agency:
Phone:

By submitting e-mails you will be sent relevant information regarding the Center for Digital Government’s Digital Cities Survey.

Select a Population Classification (required):
- 30-000 – 74,999
- 75,000 – 124,999
- 125,000 – 249,999
- 250,000 or more

What is the city’s official (latest U.S. Census) population? _________

For trending purposes only, please answer questions a and b below. Select all that apply:

a. What measures is the city taking to deal with the economic downturn? Select all that apply:
   - Reductions in force (staffing) and operating hours
   - Cuts in public service delivery
   - Pursuance of funding streams (fees, grants, federal stimulus) to lessen dependence on general fund
   - Agency consolidation, mergers and elimination
   - IT consolidation (data centers, servers, applications and staff)
   - Cross-agency and/or cross-jurisdictional joint service delivery
Increased reliance on third parties (private, commercial and not-for-profit)

b. Of the following aggregated purchasing methods, which does the city use to purchase IT? Select all that apply:
- State contract vehicle
- US Communities Program (details about which are available through NACo website at www.naco.org)
- Western States Contracting Alliance (WSCA)
- General Services Administration (GSA) schedule
- Other: Kansas City Regional Purchase Cooperative (MARC)
- Mid-America Council of Public Purchases
- None

The Big Picture in Tough Times: Acting Like a Digital City - Because the Future Depends On It

QUESTION 1: The Big Picture Question boils down to this: what has the city done with the hand that it was dealt?

Question 1 is deliberately expansive to afford cities the freedom and flexibility to tell their story. With the response to the Big Picture question as context, we want to understand how those priorities and dynamics are playing themselves out in key areas of ICT infrastructure, operations and development.

Please describe the major changes made in the last year, including the level of scope, collaboration, investment and with what results. Also describe major changes planned for the next year, including the level of scope, collaboration, investment and anticipated results.

The responses in Question 1 will set the stage for the responses to Questions 2 through 9.

1. The Big Picture: What strategies, disciplines and investments have served the city well? What changes have been implemented; with what results? What does it mean for the future? How responsive is ICT leadership to the demands of government programs as they change?

(Responses will be limited to 3,500 characters, approximately 450 words.)

Centralization of ICT services has been critical to our success. In addition to general government services, the City of Independence also owns and operates three utilities: electric, water, and water pollution control. Centralized delivery of services for general government functions in combination with the three utilities has allowed our ICT function to operate more efficiently through the shared funding of resources. This has resulted in more consistent and enhanced results in all areas.

The City also utilizes targeted sales taxes to fund specific services that are a priority to the
community. Targeted taxes are in place for public safety, parks, streets, and storm water. We have utilized a portion of these additional revenues to fund critical expansion and upgrades to specific systems and technologies for public safety agencies.

We have continued to implement technologies that reduce internal costs while providing expanded services. Externally, this includes web based services as well as the capabilities available through our interactive voice response (IVR) system. Internally, we have deployed numerous services to employees through our Intranet site. Other technologies that have resulted in operational efficiencies include the continued expansion of virtualization technology, storage area networks (SAN), and the expansion of our voice communications technologies including the use of VoIP. Through the use of virtualization technologies we have been able to reduce hardware costs as well as operational and support costs.

The City’s investment in a city-wide fiber data network has resulted in very positive outcomes. The use of this network has resulted in significant reductions to operating costs for city departments while at the same time providing enhanced network services. We will discuss this project in more detail in response to other survey questions.

The acquisition of ICT hardware and software through multiple cooperative purchasing methods has resulted in a significant savings for those products and services. We also benefit from a savings of staff time that would have been necessary to develop proposals, bid requests, conduct evaluations, and process legal contracts.

The reinvestment of the savings discussed above is critical to the sustainability of technology throughout the city. In addition, we continue to look for new revenues to fund ICT operations. We recently completed a project in cooperation with the Independence Economic Development Council (IEDC) for a business-to-business referral system. This web-based system is now in use by the IEDC and their members in the Independence business community. The City has entered into a joint agreement with the IEDC to market this as a cloud service to business organizations in other communities. Resulting revenues will be used to fund future ICT initiatives.

QUESTION 2:

2. Computing: What are the major changes made in the last year and the major changes planned for the next year? Which specific services are most affected and how have they been improved? Including but not limited to consolidation, virtualization, co-location, shared services and provisioning mix (on premises, cloud and hybrid) best suited to the needs and policy priorities of the city.

(Responses will be limited to 2,700 characters, approximately 350 words.)

This past year the City implemented its first true storage area network. This is allowing us

Past year:

- Installed the City’s first true SAN (Storage Area Network). This system is being used to consolidate online storage at our central facility. The increased reliability and
manageability of this technology will provide savings of staff time, reduce operating costs, and increase the performance of the servers utilizing the system.

- Continued to expand the use of virtualization technology. Several servers, including those that host our public safety applications, have been installed on this platform. As other database, application, and file and print servers are due for replacement they are being installed in the virtual environment. In addition to cutting hardware costs and operating costs significantly, this technology has provided us with a more economical and reliable method to facilitate redundant backup systems. The average yearly savings resulting from the use of server virtualization is $40,000.

- A new IP-based telephone switch was installed at the City’s central fire station. This location also houses our EOC (Emergency Operations Center). This site previously received telephone services through a large number of individual telephone lines. Consolidating these to a single incoming PRI trunk line managed by the IP telephone system has reduced support costs, increased functionality, and will reduce the cost of expanding services in the future. It also allows personnel at this location to use our centralized voice mail system. This telephone switch is networked with the other eight PBX (Private Branch Exchange) switches in the City’s network.

Another significant operational plus is that if a disaster necessitates that operations from another City facility be relocated to the EOC, their telephone numbers can be ported to this new telephone switch quickly by using our telephone services provider’s disaster routing services.

Advancements planned for the next year:

- We have on order a redundant SAN that will be installed at the City’s DR (Disaster Recovery) site. This SAN will hardware replicate the primary SAN located at our central facility.

- Staff has initiated the evaluation of potential replacement options for our current Novell GroupWise e-mail system with a cloud-based solution.

- We will continue to expand the use of virtualization and SAN technologies.

- A new high-availability software solution will be acquired and installed for our use on our primary and DR IBM midrange computer systems. These systems currently house critical business applications including our JEDwards ERP system and utility customer information system.

- We will assess the use of virtual desktop infrastructure (VDI) on a significant scale.
2B. Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology?
Yes X, and results are public.
Yes __, but the results are not disclosed.
No ___

QUESTION 3:

3. Network: What are the major changes made in the last year and the major changes planned for the next year? Which specific services are most affected and how have they been improved? Including but not limited to broadband and wireless initiatives.

(Responses will be limited to 2,700 characters, approximately 350 words.)

Past year:

- The City’s fiber data network was expanded to include eight new locations as well as provide a redundant loop connection to three existing locations. This has greatly improved service and network reliability at these locations. Seven of the new locations are remote fire stations. One of the benefits of the high-speed fiber network has been the increased ability to provide fire fighter training to these stations through the use of an advanced training software application that is managed from the central fire station. This reduces internal costs by allowing firefighters to receive training while remaining available for emergency calls.

- Broadband services were installed in over 70 public safety vehicles to support data communications for mobile computers. These units connect to the central public safety computer network using VPN (Virtual Private Network) technology via the Internet.

- Leased communications circuits used to interconnect some of the City’s telephone switches were replaced with technology that facilitates that traffic over our fiber data network. This results in an annual cost savings of over $10,000 per year.

Advancements planned for the next year:

- The fiber data network will be expanded to at least three additional locations. This will allow us to consolidate the network servers necessary to provide services at those locations with servers housed at our central computer facility.

- The City has incurred substantial expenses this past year due to vandalism and the theft of metals at multiple unmanned locations including our electric utility substations and several parks. Our IT staff has formed a consortium with representatives from several city departments, including the utilities, to establish
standards and formulate a plan to deploy video security cameras at several facilities with a centralized management and monitoring system. This system will utilize the City's fiber network and result in savings to the City by reducing theft and facilitating the apprehension of persons involved in these crimes.

- We will leverage the investment in our fiber data network by expanding VoIP technology to additional locations. This will continue to reduce the recurring costs associated with our current voice services.

3B. Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology?
Yes ___, and results are public.
Yes ___, but results are not disclosed.
No ___
We know that part of offering a high quality web experience is to stay current with the ever changing web development technologies. To continue offering a high quality web experience, the City of Independence launched a new website (www.independencemo.org). Some of the top features of the new site are a redesigned home page, quicker access to pages, and a mobile website. The home page has been simplified when compared to our previous home page. The home page content was selected based on the content website visitors were using the most. The simplified page makes it easier for website visitors to find links to information. To provide quicker access to pages, we added drop down menus that contain some of the most popular Web pages and services.

Since more people are using smart phones to access the Internet, we felt there was a great need to offer a mobile version of our website. The mobile version of the website has all of the same content as the full site, but it has been formatted for ease of use on a mobile phone.

The growing number of the Latino population in the City of Independence has not escaped our attention. In order to improve our level of customer service to our Spanish speaking customers, we enhanced our Interactive Voice Response (IVR) system to provide callers with utility and court information and payment options in both English and Spanish.

In an effort to reduce staff time, the utility customer service division made a change to have all incoming calls routed through the IVR. This means that a customer can make a payment without speaking to a customer service representative. This has resulted in a savings of $30,000.

In 2010, the City of Independence replaced its public safety system. Through customization, the previous system had been integrated with the City’s municipal court system. The new public safety system was not going to automatically import tickets and warrants into the municipal court system, requiring the records unit to enter tickets and warrants in both systems. To prevent duplicate entry, the Technology Services department developed a system that allows tickets and warrants to be entered into one system and be automatically entered into both systems. Not taking these actions would have resulted in double the amount of data entry.
In the upcoming year the City of Independence will begin implementing a single sign on system for our online services. This will allow website visitors to create a single user profile with the City and use it across multiple services. Initially this is going to be offered on our utility billing system and our citizen request system, but other systems will follow.

4B. Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology?
Yes __, and results are public.
Yes __, but results are not disclosed.
No ___

QUESTION 5:

5. Data and Security: What are the major changes made in the last year and the major changes planned for the next year? Which specific services are most affected and how have they been improved? Including measures to increase their availability, accuracy, integrity and share-ability (through common data standards, architectures, protocols and practices)

(Responses will be limited to 2,700 characters, approximately 350 words.)

Past year:

- A two-factor virtual private network (VPN) authentication solution implemented. This provides a hardened authentication method for remote access to the City’s network.

- A new patch management system implemented for systems in the City’s isolated networks where card payments are processed in compliance with payment card industry (PCI) standards. This eliminated manual work by IT staff that resulted in a personnel cost savings valued at approximately $xxx per year.

- A new desktop anti-malware product was deployed.

- The City of Independence filed its’ attestation of PCI (Payment Card Industry) compliance and received a certificate of compliance.

- The City partnered with the MS-ISAC (Multi-State Information Sharing and Analysis Center) to assist in cyber threat prevention, protection, response, and recovery for nation’s state, local, and tribal governments. The City has developed a strong security posture by becoming more involved in the security community and participating in events and training specific to government organizations.

- Implemented an inline auto-shun device that blocks over 3 million blacklisted IP
addresses and allows for regional blocking. This is part of the City's in-depth cyber defense strategy.

Advancements planned for the next year:

- A secure clientless SSL/TLS VPN solution using two-factor authentication will be implemented for employees to access internal resources and the City's Intranet outside of City offices. This technology extends the availability of resources to employees and vendors to work remotely in a secure environment. This in turn increases productivity without compromising the City's network.

- The City will focus on automating the collection and analysis of security log and event data generated by infrastructure security devices. This will assist in the review, analyses, and audit process of logs for critical security events and allow archiving for forensic purposes. This will result in the savings of many staff man hours and allow us to focus on incidents that legitimately require action.

- Evaluate single sign-on solutions to ease the user's burden of managing multiple logins to different systems.

- Continue to provide assessments of cyber security compliance programs to ensure that we meet the requirements of North American Electric Reliability Council (NERC), PCI-DSS, and the FBI's CJIS (Criminal Justice Information Services).

NOTE: Additional – potentially major – cost savings are reflected in the absence of any significant cyber incidents that could have resulted in major costs to the City.

5B. Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology? Major cost savings are reflected in the absence of major cyber incidents that could result in significant costs to the City.

Yes ☑, and results are public.

Yes __, but results are not disclosed.

No ___
QUESTION 6:

6. Governance, Management and Funding: What are the major changes made in the last year and the major changes planned for the next year? Which specific services are most affected and how have they been improved?

Including structures, management disciplines and funding approaches that deliver sustained value and ensure the continued viability of ICT operations in an era of fiscal constraints and at a time when infrastructure, applications and data are shared across previously separate entities and governance structures.

(Responses will be limited to 2,700 characters, approximately 350 words.)

One of the major organizational changes made this past year was to transfer the management of the City's public access cable television station to the Technology Services Department. This resulted in an immediate budget savings of approximately $100,000 annually. Since this operation employs many technologies that overlap with other ICT disciplines this was a very successful consolidation and created minimal disruption to our other IT operations.

Due to overlapping areas of technology that exist some improvements to this operation have already been achieved. For example, we have incorporated the television station’s broadcast equipment into the emergency backup power system recently installed for other ICT infrastructure at their location. We also implemented remote control technology that improves upon the broadcast and management of digital presentations at public meetings. Throughout the next year we will be evaluating this operation in more detail in order to identify additional opportunities to improve operations and reduce costs. We will also be exploring additional cost sharing opportunities for collaboration both internally within the City departments and with other public and private entities.

The funding of costs associated with our efforts to become compliant with all payment card industry (PCI) security requirements this past year was accomplished through cost sharing with the City’s utilities. This significantly reduced the cost to the City’s general operating fund while also reducing costs to the utilities.

Independence is the county seat of Jackson County, Missouri. Independence and Jackson County have previously formed partnerships in some areas of emergency management and geographic information systems. This past year we initiated discussions with the County to begin exploring additional opportunities for collaborative efforts that would benefit both entities economically and operationally. Some potential projects have already been identified. We will continue to pursue these efforts in the coming year.

6B. Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology?
   Yes ___, and results are public.
   Yes ___, but results are not disclosed.
   No ___
QUESTION 7:

7. Specific Service Delivery Highlight: Please describe the major changes made in the last year in the category:

- Finance, Administration and Human Resource Management, Licensing and Permitting;

**including scope, level of collaboration, investment and with what results. Also describe major changes planned for the next year, including any changes in scope, collaboration or investment and anticipated results.**

(Responses will be limited to 2,700 characters, approximately 350 words.)

The Technology Services department initiated the development of a new Position Management System that will be tied to our JDEdwards ERP System providing additional business intelligence capabilities to City management. This is a replacement for an existing system that has limited capabilities and has been in place for 30 years. The first phase of this system is scheduled for completion before the end of the calendar year. The position management system will allow the budget manager to make real time modifications to pay and benefits to see how they will affect the personnel portion of the budget. The system will also quickly provide information to City management during negotiations with bargaining units. The position management system gives City management yet another tool to use during these tough economic times.

When phase I of our new Position Management System is complete, it will be used to assist all City departments in the preparation and projections of personnel services for the fiscal year. We will begin work on phase II of this system during the upcoming year. This phase will provide additional capabilities for the ongoing monitoring and projecting of personnel service expenses throughout the budget year. This will allow City departments to more accurately and quickly determine where they stand in relation to these expenses as the dynamics of personnel services change throughout the budget year. These timely budget projections will be critical to managing costs in this area.

We will achieve measurable cost savings by lowering the staff time required to perform tasks in these areas.

7B. Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology?

Yes ___, and results are public.

Yes ___, but results are not disclosed.

©2011 eRepublic, Inc. All rights reserved. A division of e.Republic, Inc. 100 Blue Ravine Road, Folsom, CA 95630 916.932.1300
No ___

QUESTION 8:

8. Specific Service Delivery Highlight: Please describe the major changes made in the last year in the category:

- Public Safety, Emergency Management and Corrections;

including scope, level of collaboration, investment and with what results. Also describe major changes planned for the next year, including any changes in scope, collaboration or investment and anticipated results.

(Responses will be limited to 2,700 characters, approximately 350 words.)

This past year the mobile component of the Police Department’s new public safety software system was installed. This included the installation of mobile data computers in over 70 police vehicles. There was previously no mobile computer functionality available to officers in the field. This system provides patrol officers with direct access to mission critical information. Officers are better equipped to make on-scene decisions that affect personal safety.

The system also enhances operational efficiency. Real-time access to intelligence information enables officers to obtain items such as criminal history, want/warrant information, prior call history, mug shot photos, intelligence bulletins and address alerts. This includes access to other local, regional, state, and national criminal justice information systems.

Another component of this upgrade is field-based reporting. Previously, officers responded to calls for service, gathered information and then called into a records clerk to dictate their report over the phone. Many times officers had to drive to headquarters to get the reports entered into the system. It was not uncommon for officers to wait hours, and in some cases days, to call in their reports. With the implementation of the new software and the mobile computers, the workflow is paperless and streamlined. Information gathered by the call taker is sent directly to the car and the electronic report is auto populated with pertinent data saving considerable time for the officer. The officer then completes the report utilizing standard data collection screens with drop down menus on their mobile computer. As the officer navigates through the screens he is populating fields that can later be used for conducting analytical searches and compiling mandatory Uniform Crime Reporting statistics.

Upon completion of the report, the officer electronically sends it to his supervisor. The supervisor, who is now able to review the report in the field, can either approve the document or send it back electronically for correction. This allows supervisors to spend more time in the field directly involved in overseeing and assisting their officers.
Also included in the software upgrade is GPS Mapping. GPS functionality enables dispatchers to track officer locations and to identify the closest available units for emergency calls. This enhances officer safety and improves response times to calls.

This system has saved over 6,700 man hours for Police Records Unit personnel. The estimated cost of these man hours is $160,000.

8B. Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology?  
Yes ___, and results are public.  
Yes ___, but results are not disclosed.  
No ___
QUESTION 9: Specific Service Delivery Highlight

Question 9 is optional (and non-scored) for cities in the smaller population categories:

- 30,000 – 74,999, and
- 75,000 – 124,999.

Question 9 is not optional (will be scored) for cities in the larger population categories:

- 125,000 – 249,999 and
- 250,000 or more.

Question 9. Please select one of the following categories for your response from the list:

- Transportation
- Health, Social and Human Services
- Commerce, Labor and Taxation - Economic, Business, Community and Workforce Development
- Energy, Environment, Natural Resources, Parks and Agriculture

9. Specific Service Delivery Highlight: Please describe the major changes made in the last year in services in the category selected above; including scope, level of collaboration, investment and with what results. Also describe major changes planned for the next year, including any changes in scope, collaboration or investment and anticipated results.

(Responses will be limited to 2,700 characters, approximately 350 words.)

The City’s Technology Services department has developed a field inspection system for the Parks and Recreation department. The application was developed on the Microsoft Silverlight platform, allowing the application to straddle the ever-diminishing line between desktop application and web application. It is web-based, and can be accessed from anywhere with an Internet connection.

Utilizing Silverlight’s Out-of-Browser technology, the application may also be installed locally. Park inspectors can download all the data they will need before heading into the field, where a network connection is unavailable. While in the field, inspectors have the ability to browse and compare previous inspections, perform new inspections, and view sample photos for each park feature to assist in determining a pass/fail decision.

New inspection data is then uploaded once an inspector is reconnected to the City’s network.

Supervisors have a number of tools available to them within the application. Reporting features are built-in, enabling supervisors to enforce policies on inspection frequency, and the ability to quickly identify areas which chronically fail to meet park standards. Supervisors also have the ability to maintain the database of information from which inspection forms are constructed. This information includes a list of City parks, park zones, features, and the standards to which these features are held. Finally, the application gives system administrators the ability to maintain a user database, and customize access on a per-user basis.
9B. Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology?
Yes ___, and results are public.
Yes ___, but results are not disclosed.
No ___
QUESTION 10:

10. Citizen Engagement, Open Government and Online Services: Please describe the city’s policy and approach (strategic and tactical) to citizen engagement, open government and online service delivery paying special attention to any efficiencies created or new services enabled.

(Responses will be limited to 2,700 characters, approximately 350 words.)

In an effort to encourage citizen engagement the City of Independence has began communicating in several new ways. In the last year the City has increased its use of social media (http://www.independencemo.org/SocNet.aspx). The City now has both a facebook and twitter account, and many departments also have various social media accounts. We are currently in the process of drafting a social media policy that will help guide us in our future use of social media. We have also increased our use of online video sharing in the last year by sharing more videos on both YouTube and Vimeo. City Council meetings are also now being podcast (http://www.independencemo.org/city7/Story.aspx?id=2692). The use of social media has helped us reach an audience that we would not have reached otherwise.

To help promote open government, the City offers city council agendas online. In addition to offering the agendas, each supporting document that is provided to the city council is also provided online (http://www.independencemo.org/AgendaListing.aspx). In addition to council agendas, the City also has a portion of the website dedicated to providing information about how stimulus money is being spent in Independence (http://www.independencemo.org/Recovery/).

During 2011 talks began to change the bus routes in Independence. To promote open government, a section of our website was created just for this topic (http://www.independencemo.org/comdev/Story.aspx?id=2564). A video was created and added to the website to explain the potential changes. A committee was formed, and all committee meeting agendas and minutes were added to the website. The City also created an online survey to gather the thoughts of the people affected by this potential change.

In addition to the transit committee survey, several other surveys have been added to our website during the past year.

For the last few years the City of Independence has been averaging a 30% growth in online transactions. In the last year we have had over $20 million in transactions.
10B. Is there an established benchmark and measurement process to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology?

Yes ___, and results are public.

Yes ___ but results are not disclosed.

No ___

**QUESTION 11:**

11. **Innovation:** Please tell us about your most innovative or greatest breakthrough accomplishment. How have you been able to use ICT to create a new support or service capability or accomplish something organizationally never before thought possible? How are you measuring or demonstrating success?

(Responses will be limited to 2,700 characters, approximately 350 words.)

Interacting with the government has the stigma of being difficult. Due to the large number of government agencies and departments, citizens often fail to know how to access the information that they need or which department to contact for a particular service. Therefore, the City of Independence, MO website must serve as a government portal that provides visitors with access to the information and services that they need in their daily lives. Our goal is to make it easy for citizens to work with the government.

One of the ways that the City of Independence, MO has been innovative is by developing the Citizen Action Center. The action center consists of over fifty ways that citizens can interact with the City of Independence. We have included everything from reporting dangerous buildings to requesting the start of a neighborhood watch. The requests are organized into intuitive categories, making it easy to find what one is looking for. In addition to viewing requests by categories, a website visitor can also perform a search to find what they are looking for. After a citizen has submitted a request, they are then able to view actions that City employees take to fulfill the request. Requests can be responded to quickly because they are entered into an internal request tracking system that routes the request to the employee that is responsible for that particular item. This innovative new service will move us closer to achieving our goal of making it easier to interact with government.

The Citizen Action Centered may be viewed by going to: [http://www.independencemo.org/ActionCenter.Public/](http://www.independencemo.org/ActionCenter.Public/)

In the future we plan on developing a mobile version of the Citizen Action Center. The Citizen Action Center mobile app will be able to allow the user to take photos and attach them to a request. The mobile app will also pass along gps coordinates. This innovation should increase the use of the Citizen Action Center, but decrease the time required to respond to action center requests.
11B. Was an established benchmark and measurement process used to compare the cost structure of the earlier way of conducting business and a new model based on the use of technology?
Yes ___, and results are public.
Yes ___X___, but results are not disclosed.
No ___
QUESTION 12:

12. Jurisdictional Differentiator: What critical factors: for example political, organizational, community, leadership or others have most contributed to your overall success? What are you most proud of and what makes your city unique in its approach to using ICT to support and improve the delivery of public service?

Examples may include things like collaboration and leadership provided in the broader IT community; historical, technical or organizational barriers overcome; development of public/private partnerships or anything else you would like to submit for consideration.

(Responses will be limited to 2,700 characters, approximately 350 words.)

The walls within our organization and community that hindered cooperative technology initiatives in past have been eliminated. Today, much of our success can be attributed to the high level of cooperation and collaboration both within the City’s internal departments as well with other entities such as the Independence School District.

One example is that all three city-owned utilities share a Customer Information and Billing System. This benefits the City in multiple ways that include savings on the cost of postage that results from a consolidated bill, cost of obtaining and processing meter readings, and reductions in the overhead in the handling of payments. A central customer service center provides customer support for all three utilities reducing costs even further. This structure provides convenience to the customer and reduces overhead that is reflected in our utility rates.

Under current economic conditions we would be unable to maintain vital services to city departments and utility operations outside of a centralized structure. Customers receiving utility services as well as those receiving traditional local government services benefit from this approach. It would be difficult to identify the exact cost savings resulting from our centralization, but the projected yearly figure is well into seven figures.

We are proud of the collaborative effort completed over the past two years to deploy a fiber data network throughout the city. This project was a community effort that involved the City’s Technology Services Department, our Power and Light Department, and the Independence School District. We have also connected the Technology Center for Jackson County, Missouri, to our fiber network. This will result in additional collaborative efforts in the future. The combined capital savings is well into seven figures. In addition, we have been able to reduce our operating budgets substantially as a result of eliminating leased network services. The availability excess fiber capacity will allow the City to work closely with other government entities as well as the private sector in future collaborative efforts.

Our greatest achievement is that we have implemented, and continue to support, a high level of technology throughout the City on a relatively conservative budget. We consistently have one of the lowest total IT budgets of cities our size. Many of the cities that we compare ourselves to do not support the multiple utilities, particularly a sizable electric utility, that are
Contact. Who may we contact if we have questions about responses to any of the above questions?

<table>
<thead>
<tr>
<th>Name _____________________</th>
<th>Department/Agency ____________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title _____________________</td>
<td>Phone No. ___________________________</td>
</tr>
<tr>
<td>E-mail ____________________</td>
<td></td>
</tr>
</tbody>
</table>

BE SURE TO RESPOND TO THE DIGITAL CITIES SURVEY CIO POLL TO ENSURE A COMPLETE SUBMISSION