AGENDA

Kaizen, Technology & Communications Committee

February 9th, 2016 – 6:30 pm

Committee Members: Brian Abbott - (Chair), Don Braceland, Diane LeBold
Department Head: Bill Mann

1. Comments, suggestions, petitions by residents in attendance regarding items not on the agenda.
2. Discuss creation of a new position, Asst. Borough Manager, responsible for HR and Communications.
3. Discuss authorizing a Request for Proposal for architectural and design services for the Borough Hall renovation.
4. Discuss continuing to retain services of Keystone Management (Nursing services for WC cases)
5. Discuss moving November 8th Committee meeting to Monday, November 7th as it is "election day".
6. Discuss Skype For Business Voice – Service Agreement
7. Discuss CIO Monthly Report
8. Discuss CIO Annual Report (2015)
9. Other Business

New Position Justification

Deputy Borough Manager

Director of Human Resource Management and Communications

9 February 2016

Why?

- **Investments in the employees, organization and Community**
- **Outcomes for the Position**
  - Proactive HR Management
    - Performance Evaluation
    - Proactive Workforce Management and Development
    - Process Uniformity
    - Productivity Improvements
  - Proactive Communications
    - Regular, timely external PR, news, and education across a variety of media
    - Coordinated internal communications
  - Executive Level Leadership in absence of Borough Manager

Director of Human Resources and Communications

- Borough HR Management Today
  - Minimal Executive Coordination/Direction
    - Responsibility diffused throughout Organization
      - Department Heads
      - Assistant to Borough Manager
    - Reactive Approach
      - Minimum Time - Problem Oriented
      - Inconsistent Approach from Organizational Perspective
      - Minimal ability to address Work Strategies
        - HR having a strategic role in the development of the *organization*
      - No Coordinated People Management Strategies
        - planning for the development of others, coordinating actions, coaching others and diligently addressing performance issues and conflicts, both at the individual and organizational level
  - Human Resource Programs and activities DO NOT contribute to the bottom line
  - Current Construct costs the Borough lost time, lost resources

Director of Human Resources and Communications, cont.

- HR Management Outsourcing Today
  - Outsourced to ADP on:
    - Payroll
    - Time
    - Affordable Care Act Compliance
    - Central HR Employee Information Portal (2016)
  - Outsourced to Benecon on
    - Medical Benefits Management
    - Disability Claims management
  - Outsourced to PennPRIME on:
    - Workers Compensation Claims Management
  - Outsourced to VALIC on
    - 401B Retirement Plan Management
  - Outsourced to Ballard Spahr on Labor Relations and Employment law
- Efficient and Effective Outsourcing on many Highly Technical HR Matters

Director of Human Resources and Communications, cont.

- What the Borough is missing is Staff dedicated to:
  - Manage the outsourced HR professionals
  - Develop and Implement Work Strategies
  - Develop and Implement People Management Strategies
  - Address Day-to-Day Employment and Labor Relations issues

- According the SHRM, an organization of this size should have 0.85 HR FTEs (25th percentile) to 1.74 (75th percentiles) HR FTEs
  - West Chester has approx. 0.40 HR FTEs (MAC and JB)

Director of Human Resources and Communications, cont.

- HR's Role
  - Strategic partner in Developing and Implementing Work Strategies
    - Knowledge Retention
    - Core Capabilities
    - Workforce Flexibility
    - Performance Management
    - Leadership
    - Personnel and Procedural Policy Development and Management
  - Developing and Implementing People Management Strategies
    - Establishing an effective work climate
    - Implementing rigorous people management practices (training, coaching, evaluation, etc)
    - Capitalizes on and grows individual talent
    - Building effective teams/units
    - Implementing broad-based people management strategies for the future

Director of Human Resources and Communications, cont.

- HR Function
  - Generalist
  - Benefits Coordination
  - People Management Strategies Implementation and Management
  - Work Strategies Implementation and Management
  - Training
  - Outsourced HR Contract Management
- Reports Directly to Borough Manager
- Assists Department Heads and Chief of Police in HR matters

Director of Human Resources and Communications, cont.

- Borough Communications Today
  - No Regular Community Newsletter/Information
  - Website Information Inconsistent
  - Minimal Public Relations and Press Releases
  - No Coordinated Organizational Approach to Communicating
  - No Formal Internal Communication
  - Information Management is Department Focused
    - Needs to be Community Focused
  - Reactive

Director of Human Resources and Communications, cont.

- Communications Function
  - Regular Community Information
    - Newsletter Production
    - Weekly Community Communication
    - Management of Information
      - Document Management Oversight
      - On website
      - Social Media
      - In conjunction with IT staff
    - PR on Major Issues
    - Develop and Maintain Professional Communications Protocols

Director of Human Resources and Communications, cont.

- HR Function
  - Approx. two-thirds to three-quarters of time
- Communications Function
  - Approx. one-third to one-quarter of time
- Recommended as Deputy Borough Manager Level Position
- Funding from Multiple Sources (General revenues, Parking revenues, Sewer revenues, Stormwater revenues)
- An investment in the Borough's workforce and organization
- Asset to move our workforce from Good to Great
- Resource for Deepening Community involvement and Strengthening Engagement

Director of Human Resources and Communications Sources of Funding

- Assuming $ 125,000 Total Compensation (not actual)

Compensation (Example)		
Salary	$	100,000
Benefits	$	25,000
Total Comp	$	125,000

Revenue		
General Fund (60%)	$	75,000
Parkgin Fund (15%)	$	18,750
Sewer Fund (15%)	$	18,750
Stormwater Fund (10%)	$	12,500

KEYSTONE CASE MANAGEMENT

Case Management Services Agreement

THIS AGREEMENT (the "Agreement") is made and entered into this _____ day of _____, 20__ by and among **Keystone Case Management, LLC,** a Pennsylvania limited liability company, with a principal place of business at P.O. Box 88, St. Peters, PA 19470 ("Keystone Case Management"), and **West Chester Borough/ Disability Management** ("Client").

WHEREAS, Keystone Case Management is engaged in the business of providing medical case management services.

WHEREAS, Client desires to utilize Keystone Case Management's case management services in connection with its existing and future business.

NOW, THEREFORE, the parties hereto agree as follows:

1. Purpose. The Client shall retain Keystone Case Management and Keystone Case Management shall assist the Client upon the terms and conditions hereinafter set forth.

2. Term/Renewal. The term of this Agreement shall commence on the date set forth above ("Effective Date") and shall continue for a period of one (1) year. Unless terminated prior to the anniversary date in the manner provided in Section 10 below, this Agreement will automatically renew for additional one (1) year terms.

3. Services Provided by Keystone Case Management. During the term of this Agreement, Keystone Case Management shall render services of an advisory nature as may be requested from time to time by the Client and as may be set forth in Schedule "A" attached hereto.

4. Keystone Case Management Duties/Time Requirements. During the term of this Agreement, Keystone Case Management shall have the full and complete obligation and responsibility for the performance of the duties and/or work assigned by the Client. Keystone Case Management shall devote the necessary time, energy, and skill as is necessary in the performance of its duties hereunder and shall periodically, or at the request of Client, submit time reports to the Client indicating the scope and time of work performed in connection with this Agreement.

5. Fees Payable by Client. The Client shall pay Keystone Case Management on a billable time or flat fee basis for all services rendered by Keystone Case Management in connection with this Agreement, at the rates and terms specified in Schedule "B" attached hereto, as well as reimburse Keystone Case Management for all travel related expenses, such as parking, tolls and mileage at the federal rate.

6. Billing and Payment Terms. Keystone Case Management shall submit invoices to the Client periodically, but not less frequently than monthly, along with complete time and expense reports. All invoices shall be payable by Client within thirty (30) days and Keystone Case Management reserves the right to assess a late fee of one and one-half percent (1.5%) per month for all invoices not paid in a timely fashion. For purposes of this Agreement, an invoice shall be deemed paid upon receipt of payment by Keystone Case Management.

7. Keystone Case Management Quality Assurance. All services contemplated by this Agreement shall be provided by Keystone Case Management and shall be of the highest quality and at the direction of Kelly Haile, RN, CCM, President and Sole Proprietor of Keystone Case Management. Such services shall be provided by Keystone Case

Management by maintaining the Client's privacy, confidentiality, health and safety through advocacy and adherence to ethical, legal, accreditation, certification, regulatory standards or guidelines. If Client is not satisfied that the quality of services provided by Keystone Case Management has met these standards, then Client has the right to terminate the Agreement in accordance with Section 10 below.

8. Keystone Case Management Reports. As part of its services provided hereunder, Keystone Case Management shall be submitting case management reports on a periodic basis, to be determined by Keystone Case Management and the Client. Client understands and acknowledges that the Keystone Case Management Reports are the sole and exclusive property of Keystone Case Management and shall not be changed, altered or modified in any way by Client without the express written authorization of Keystone Case Management.

9. Keystone Case Management Intellectual Property. All Keystone Case Management forms, documentation, procedures, reports and the like shall be considered as intellectual property and shall at all times remain the sole and exclusive property of Keystone Case Management. This provision shall survive termination of this Agreement.

10. Termination/Notice. This Agreement may be terminated at any time, with or without cause, by either party upon thirty (30) days written notice. All notices provided for herein shall be made by certified mail, return receipt requested, and addressed to the party at the address set forth above. In the event of termination by the Client, all outstanding Keystone Case Management invoices shall become immediately due and payable.

11. Modification. This Agreement supersedes any oral representation and agreement between the parties and may only be modified by a written agreement executed by both parties.

12. Jurisdiction. This Agreement and the terms and conditions hereof shall be subject to the laws of the Commonwealth of Pennsylvania.

13. Relation of the Parties. Keystone Case Management is retained as a service provider by the Client only for the purposes and to the extent set forth in this Agreement. Keystone Case Management shall not be considered as having an employee status or as being entitled to participate in any plans, arrangements or distributions by the Client pertaining to or in connection with any pension, stock, bonus, profit sharing or other benefit extended to the Client's employees. As such, during the term of this Agreement, the Client shall not withhold, from sums becoming payable to Keystone Case Management hereunder, any amounts for state or federal income tax, or for FICA (social security) taxes. In the event that the Internal Revenue Service should determine that Keystone Case Management is an employee subject to withholding and social security contributions, Keystone Case Management acknowledges that all payments to it shall be considered as gross payments, and that Keystone Case Management is responsible for all taxes and social security payments thereon.

The parties have duly executed this Agreement on the date first above written.

Keystone Case Management, LLC

By: Kelly Haile, RN, CCM, President and Sole Proprietor

CLIENT –

By:

Schedule "A" – Services Provided by Keystone Case Management

PINCH Program (Partners IN Claims' Handling) Setup

*Includes travel within 20 miles of Pottstown
*Provide employer with education for WC program setup or refining of program
*Review reporting guidelines and forms
*Provide appropriate forms for employer usage
-Employer checklist
-Employee Brochure
-Release form
*Provider Panel Setup or Review
*Verify that postings are accurate, to include provider panel (if appropriate), claim reporting guidelines and injured employee responsibilities
*Refine return to work program, any need for job analyses, detailed job descriptions etc. and facilitate an effective RTW program
*When to call Case Management?
*Remain available as a consultant for problems, questions etc

Case Management Services

Onsite Case Management
*Invoicing will be submitted along with a report after each onsite visit, or monthly if no onsite visit has occurred.
*Billing in one-tenth of an hour increments
*CM to contact IW, attorney, carrier, employer, treater etc. (as appropriate) by telephone initially, will schedule meeting, and follow with all parties
*Attend follow-up appointments as appropriate
*Attend IME, specialist evaluations, etc. as needed
*Provide frequent updates via email to all appropriate parties

Telephonic Case Management
*Monthly invoicing with a status report
*Billing in one-tenth of an hour increments
*All contact with involved parties will be telephonic
*May recommend advancing claim to onsite CM if needed
*Frequent updates via email and/or telephone to all parties

Independent Medical Evaluations
*All Inclusive of Physician or Specialist Pre-Payment and scheduling
*CM to provide medical records and cover letter to IME provider
*CM to provide all letters to IW, attorney, carrier, account etc.
*Medical review of report and clarification of any outstanding issues

Vocational Services
*Labor Market Survey
*Vocational Assessment
*Vocational Retraining
*Job placement assistance
*Further services as needed

Schedule "B" – Fee Schedule

PINCH program consultation fee	$125/hr -OR- Flat Rate $700/day

(Includes travel within 20 miles of zip 19470, additional mileage at Federal rate)

Onsite Case Management	$100/hr

(plus mileage at Federal rate and related travel expenses)

Telephonic Case Management	$80/hr
Independent Medical Evaluation (IME) Set-up	Fee varies depending upon specialist charge
Vocational Services	$110/hr

Acknowledged and agreed to by Client:

_____ Dated:_____

Disability Management program checklist for employer start-up

1. Provide list of employees on STD/ LTD/ FMLA by location
2. Carrier contact info— Please provide us with your carrier contact info, and ***contact your carrier(s) to advise them that Keystone Case Management will be providing monitoring of all disability claims. Please provide them with our contact information so that we can smoothly implement the program
3. Provide copies of forms that you are currently using
4. List of important contact people—ie department heads, managers etc. *Those that CM should contact regarding injuries, transitional duty program.
5. List of temporary modified duty positions, if appropriate

INFO Keystone CM will cover at your Disability Set-Up Meeting

1. Reporting procedures
    a. Initial report
    b. Monthly reporting
2. Return to work/ transitional duty program
    a. If available/ appropriate

Borough of West Chester

Calltower

SKYPE FOR BUSINESS VOICE - SERVICE AGREEMENT

PROJECT MANAGEMENT GUIDE

January 28, 2016

William Mann
Chief Information Officer

SECTION 1 – PROJECT OUTLINE

1. INTRODUCTION AND OVERVIEW

It is important to note that prior to this project the Borough of West Chester utilizes a PBX phone system at each of the identified locations. These systems will be replaced with Microsoft's "Skype for Business" Voice Services.

The West Chester Police Department currently records 7 emergency phone lines and conducts weekly QA reports on a staff of 7 emergency communication officers. This process must continue post project.

The Borough of West Chester already is already subscribed to Microsoft E3 Licensing directly through Microsoft.

2. PROJECT MILESTONE OVERVIEW

The following milestones shall be met or exceeded before continuing to the next step and completing the project.

Milestone #1 - Project Overview & Understanding
Milestone #2 - Inventory Review & Equipment Leasing
Milestone #3 - Staff Training
Milestone #4 - Installation & Deployment
Milestone #5 - 30-Day Build & Training
Milestone #6 - Post 30-Day Build in Phase Review
Milestone #7 - Post Porting of Service

Refer to the Milestone Event Schedule for project detail and expectation.

3. SERVICE AGREEMENT

A three-year service agreement shall be executed once all of the voice services have been successfully moved (ported to Calltower) using **Skype for Business Voice** voice over internet protocol (VoIP) for a period of 30 days without interruption and successfully meeting or exceeding all expectations of the Borough of West Chester.

4. SYSTEM REQUIREMENTS

a. **Business Office Service** – All Microsoft 365 E3 users shall have access to Skype for Business Voice Services. All Microsoft 365 E3 users who current have an existing telephone number shall retain that same phone number with their Skype for Business Voice Service.

b. **Fax Service** – All identified fax lines shall remain in service with the new voice service.

c. **Police Dispatch Services** – All emergency phone lines in police dispatch shall be identified and shall not be ported to the new voice system during the initial phase of the project. The police dispatch service shall continue to be evaluated and only integrated into the new phone after the successful deployment of the organization.

   Police Dispatch Services shall be handled as a project on its own after the organization has been actively using the new service.

   Ability to record our police department's 7 emergency phone lines. These recordings must be accessible to authorized staff, 24x7 – 7 days a week.

d. **Common / Shared Area Service** – Existing standalone phone stations shall remain in service post project.

e. **Conference Call Services** – Identified locations shall have conference call equipment.

f. **E3 Users and Mobility** – E3 licensed users shall have access to their voice services on any mobile device or computer in which the "Skype for Business" is installed and configured.

g. All E3 Users shall be issued a 10-digit phone number that shall be associated with their specific Skype for Business account.

h. Ability to record for quality assurance (QA) purposes the police communications staff. There are currently 7 full communication officers who will need to have their accounts recorded (voice) and available to management for QA purposes. These users all have Microsoft E3 licenses.

SECTION 2 – HARDWARE AND SOFTWARE

a. No additional **software** shall be necessary other than Microsoft's "Skype for Business" in order for E3 users to access their voice services.

b. Additional hardware includes physical "Skype for Business" phones which are included as part of the monthly payment for services. The identified phones shall be leased and may be returned at any time, resulting in reducing the monthly lease payment at no penalty to the Borough of West Chester.

SECTION 3 – POLICE DEPARTMENT & DISPATCH CONSIDERATIONS

(post initial project completion) The police department which currently utilizes seven emergency lines (see below) shall continue to provide this service. These emergency lines must continue to be available in a" ring down" model as well as being dialed and accessed independently from each other.

These emergency lines are:

- 610-696-2700
- 610-619-2701
- 610-696-2702
- 610-696-2703
- 610-436-1212
- 610-436-1213
- 610-436-1214

These emergency lines must continue to be recorded and available to the police department personnel for investigative and quality control purposes. The identified solution provided by Verba Technologies shall be setup as part of the project deployment process and training shall be provided to all identified personnel.

Recordings shall be available online for 30 days.

Recordings shall be setup to download to an on premises file server for archiving purposes. These files shall be setup to download daily (as an event) and organized using meta data filed in chronological order and searched using varying parameters including, but not limited to date, time, phone line and caller ID information.

Quality Control shall be achieved through the ***Verba Collaboration Recording Solution***.

These emergency lines and recording services shall only be moved to the new service(s) after successful project completion and organizational adoption and at a time that is selected by the Borough of West Chester.

SECTION 4 – ADDITIONAL CONSIDERATIONS

Calltower shall provide phone support for all "Skype for Business" related equipment. If identified equipment cannot be repaired in a timely manner (one business day) replacement equipment shall be shipped overnight.

The Borough of West Chester's Information Service Staff shall attempt to identify and resolve technical issues, however Calltower will render aid for technical service related problems and replace equipment that is faulty at no cost to the Borough of West Chester.

Additional services including **silent monitoring** and **speech search** shall be available post project at an additional subscription cost.

SECTION 5 – ACCEPTANCE REQUIREMENTS

The Borough of West Chester shall evaluate the "Skype for Business" Voice solution during the 30 Day Build in phase and attains the right to not accept the service for whatever reason during this 30-day time period which shall be identified during the project kick-off meeting.

Calltower shall make available online training, with and without a personal trainer throughout the process (as well as post project) in order to help achieve adoption by Borough of West Chester staff and related officials.

SECTION 5 - MILESTONE EVENT SCHEDULE – PROJECT DETAIL

Each of these identified milestones must be completed and signed off by the Borough of West Chester's Project Manager, William Mann. Unless agreed to by all stakeholders at the time each milestone shall be completed prior to moving onto the next one.

- Calltower shall assign a Project Manager to the project.
- Calltower shall schedule and lead the **kickoff meeting** which will review the scope of the project and establish timelines, milestones and a **"GO LIVE"** date.
- Calltower will assign "action items" to both the Borough of West Chester Project Manager and Calltower Project Manager.
- There shall be a scheduled set of weekly phone conference meetings to establish and review all "action items".
- DID's shall be ordered and a ported based on an agreed to schedule during the following milestone process.

MILESTONE 1 / PROJECT OVERVIEW AND UNDERSTANDING – KICKOFF MEETING

During the kickoff meeting all stakeholders shall meet and discuss the project's scope, including the timeline and identified milestones. Each stakeholder shall identify a "Contact Person". The project manager is identified as the Borough of West Chester's Chief Information Officer, William Mann.

MILESTONE 2 / INVENTORY REVIEW AND EQUIPMENT LEASING

There are four (4) identified facilities in which the Borough of West Chester operates. These locations are:

Municipal Building	401 East Gay Street, West Chester Pennsylvania 19380
Department of Public Works	205 Lacey Street, West Chester Pennsylvania 19380
Department of Wastewater*	795 Downingtown Pike, West Chester Pennsylvania 19380 (Taylor Run)
Department of Wastewater*	395 Snyder Avenue, West Chester Pennsylvania 19380 (Goose Creek)

The inventory list (Section 6) describes in detail the Microsoft E3 users and associated equipment necessary for the project.

This inventory list will be reviewed and understood by all stakeholders prior to project kick-off. It is during this milestone that all physical "Skype for Business" phones and associated computer accessories shall be identified and agreed to by all stakeholders.

The Borough of West Chester's project manager shall manage the acceptance and assignment of all identified equipment.

MILESTONE 3 / STAFF TRAINING

Calltower shall provide onsite training in respect to all aspects of "Skype for Business" voice to the Borough of West Chester staff and identified officials.

All West Chester Police Department communications staff shall have access to the "Bridge Operator Console" software for at least 30 days in order to learn the new system.

All West Chester Police Department communications staff shall have access to online training and demo materials in respect to the "Bridge Operator Console" system.

Communications Staff shall have a clear understanding of the "Bridge Operator Console" prior to milestone M3 completion.

MILESTONE 4 / INSTALLATION & DEPLOYMENT

Once all equipment has been delivered an install schedule shall be adopted by the project team.

All equipment and software installations shall be tested and working at this time.

All necessary Skype for Business accessories shall be identified and purchased at this time. All accessories shall be collected, inventoried and installed during this time.

All staff shall be trained in the use of the accessories and hard phones at this time.

Once installed and training completed (including demos) an agreed to 30 Day Build in phase shall begin. During this time period the pre-existing phone system shall remain operational and available.

Prior to the 30-day build phase the new Skype for Business services shall be setup on all workstations and all hard phones installed. Skype for Business Accessories shall also be setup and deployed prior to the 30-day build phase.

During this 30-day build phase the pre-existing phone system shall continue to function normally.

During the 30-day build phase all Skype for Business services shall function with the exception of incoming calls which shall continue to function on the pre-existing phones.

There shall be at least 2 project team meetings during the 30-day build phase in order to evaluate the successful adoption of the system and respond to any concerns or issues of staff.

Calltower shall provide on-site training during this phase of the project. A training schedule shall be established that works for both Calltower and staff.

MILESTONE 5 / 30-DAY BUILD AND TRAINING

Prior to the 30-day build phase the new Skype for Business services shall be setup on all workstations and all hard phones installed. Skype for Business Accessories shall also be setup and deployed prior to the 30-day build phase.

During this 30-day build phase the pre-existing phone system shall continue to function normally.

During the 30-day build phase all Skype for Business services shall function with the exception of incoming calls which shall continue to function on the pre-existing phones.

There shall be at least 2 project team meetings during the 30-day build phase in order to evaluate the successful adoption of the system and respond to any concerns or issues of staff.

Calltower shall provide on-site training during this phase of the project. A training schedule shall be established that works for both Calltower and staff.

During this phase staff will be required to utilize the new "Skype for Business" Voice system in order to learn as much about it as possible. During this time period, the Borough of West Chester Information Staff will provide individual training to any staff members requesting it. Both the Borough of West Chester Information Services Staff and Calltower will agree upon several dates and times in which proactive follow-up and individual training will be conducted with staff and officials.

During this 30-day phase Calltower will be available to answer questions, provide assistance as needed and help with training as described in Milestone 5 (M5).

Both the existing PBX and Skype for Business solutions will be active during this time period.

MILESTONE 6 / Post 30 Day Build in Phase Review

On a scheduled date following the 30-day build in phase the West Chester Project Manager and Calltower and Communications Deployment Partners shall meet to discuss the project. It is at the conclusion of this milestone that porting of the identified phone lines shall be scheduled.

Calltower and Communications Deployment Partners shall be onsite on the scheduled "porting" day in order to oversee and assist with the successful porting of the identified lines to Calltower and the new Skype for Business service.

Calltower, Communications Deployment Partners and the Borough of West Chester Information Services Staff shall visit all departments and staff at this time in order to conform active service and understanding by the staff.

MILESTONE 7 / POST PORTING OF SERVICE

A final project meeting shall be held at this time in order to review the project status and discuss any open issues.

The police department's emergency services department shall be discussed at this time and a follow-up plan agreed to in respect to the timetable for evaluation of moving their services over to Skype for Business as well.

Once Milestones 1-6 have been successfully completed both parties will sign-off on the project. If additional training is necessary with identified staff is shall be agreed to and decided during this milestone.

LIST OF STAKEHOLDERS

- The Borough of West Chester
- Calltower©
- Microsoft®
- Communications Deployment Partners (SNUG)
- New Horizon
- Verizon®
- Collins Business Systems (police recordings)
- Verba Technologies, LLC. (police recordings)

BOROUGH OF WEST CHESTER – PROJECT MANAGEMENT TEAM

- William Mann, Chief Information Officer
- Jeff Carbohn, Help Desk Technician
- David March, Chief Communication Officer
- Meghan Fogarty, Recycling Coordinator (Public Works)
- Sean Mitchell, Wastewater Manager (Wastewater)

BOROUGH OF WEST CHESTER – POINTS OF CONTACT

- Michael A. Cotter, Borough Manager
- William Mann, Chief Information Officer
- Jeff Carbohn, Help Desk Technician

Exhibit A

System Acceptance Certificate

Customer Name: The Borough of West Chester

Project Name: Calltower

This system acceptance certificate memorializes the occurrence of System Acceptance. Calltower and the Borough of West Chester acknowledge that:

1. The acceptance testing set forth that all phases of the project have been successfully completed to the satisfaction of the Borough of West Chester and the West Chester Police Department.

2. The acceptance tests set forth that all elements in all sections of this "Proposals for Services" project plan have been completed to the satisfaction of the Borough of West Chester and the West Chester Police Department.

Borough of West Chester Representative

Signature: _____

Print Name: _____

Title: _____

Date: _____

Calltower

Signature: _____

Print Name: _____

Title: _____

Date: _____

Communication Deployment Partners

Signature: _____

Print Name: _____

Title: _____

Date: _____

Borough of West Chester

From the desk of the Chief Information Officer

401 EAST GAY STREET ♦ WEST CHESTER, PENNSYLVANIA 19380 ♦ TELEPHONE: 610-436-1327

WILLIAM MANN
Chief Information Officer
CGCIO™

To: Michael A. Cotter, Borough Manager

Date: February 1, 2016

Ref: **CIO Monthly Report *for* January 2016**

The CIO's Office is where "the action is". I do not hesitate suggesting this because it cannot be denied that the Information Services Department helps everyone in our organization get things done. From help desk tickets to network management, to project and initiative planning and project management there is always something happening. Of course we also – always have an eye towards the future looking to keep our organization at the lead of current technology trends.

This Month's Monthly CIO Report Includes:

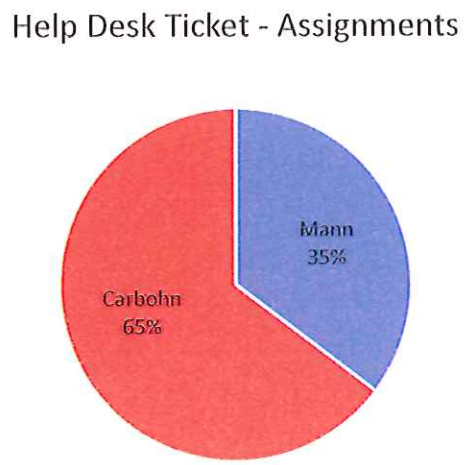
- **Monthly Technology Work Order Report**
- **Information Services Budget**
- **Service Issues**
  - There was 2 service related issue this month.
- **Technical Services**
  - Portable Recording Services / Boards & Commissions
  - Police Department – *Radio System*
  - ADP Time Clocks
- **Project Management Overview**
  - Skype for Business Voice
  - Document Management
- **Ongoing Initiatives into 2016**
  - Redundant VPN/Firewall Appliances
  - Redundant Virtual Server
  - Police – Radio Services
  - Axcient – Backup Services
- **Website Overview**
  - *Media Center - Performance*
- Facebook and Twitter
    - Facebook Team – Re-Organization
- Wireless Network (Municipal Building & Public Works)
- West Chester Technology Blog
- Employee Technology Training
- West Chester Connect / Request Tracker

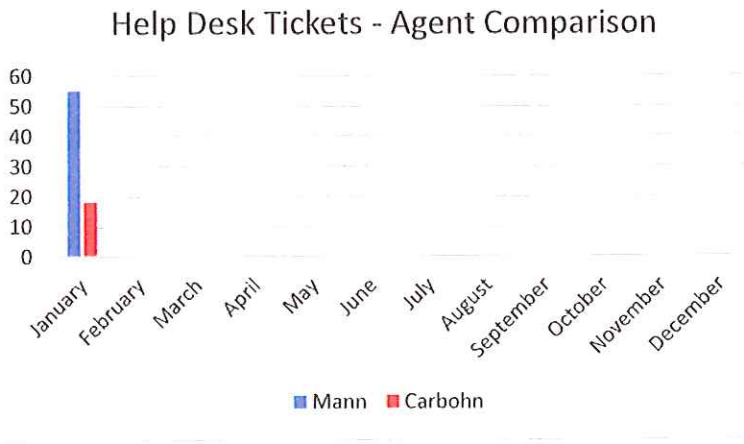
Monthly Technology Work Orders Report

Work Orders are submitted directly by the employees to the *Information Services* staff. Technology related work orders are for services including **software, hardware, installation services, networking, telecommunications, wireless services, police (radio) services,** and **general technology related aid.**

Work Orders Completed

January	=	73
February	=	
March	=	
April	=	
May	=	
June	=	
July	=	
August	=	
September	=	
October	=	
November	=	
December	=	

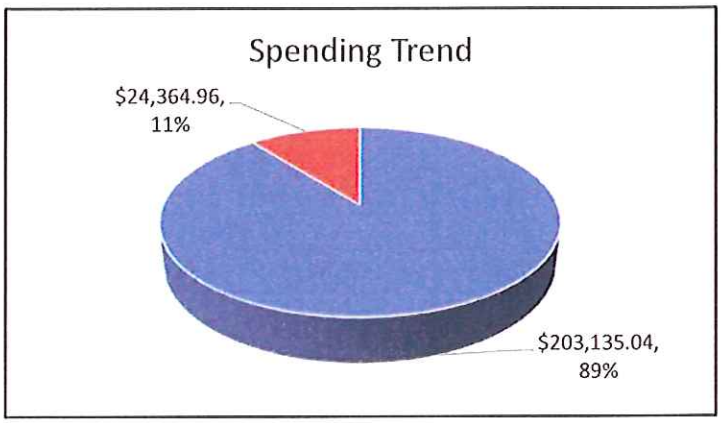




2016 - Work Orders	=	**73**
Average per month	=	**73**

Information Services Budget

Through January 2016 - **8%** of the information services budget has been utilized. Much of the expenditures this month was for annual contracts and scheduled purchases for projects.



2016 Information Services Budget

The 2016 budget has been drafted, submitted and approved. There are two primary projects as well as several secondary initiatives included as part of next year's planned budget.

- Phone System Replacement (Project #1)
- Digital Document Management (Project #2)
- Redundant VPN / Firewall
- Redundant HP Virtual Server
- Outreach with Constant Contact
- ADP – Time Management deployment
- Axcient – Backup Services Upgrade
- Police Department – Radio Services
- Building Renovation Project & Support

Technical Services

Network & Application Services

There was **1** network service related issue this month. On the afternoon of Sunday, January 31 the police department's NCIC /PSP Terminal would not connect to the state police network. I was able to respond in and re-establish the connection (NIC card software failure).

There was **1** hardware failure this month. One of the APC UPS appliances (pictured above) failed and was replaced on January 26, 2016.

Telecommunications Services

There were **0** telecommunication / internet service outages this month.

Ready ChesCo Replaces Blackboard

Only days after switching to **ReadyChesco** we found ourselves in need of the service as the **"Blizzard of 2016"** dumped **20" +** on the borough.

The service worked as expected, although there were some criticisms regarding the callout process by members of our community. The callout system, during this storm was using the default settings that were in use by Chester County at the time of the weather event. However, with the feedback as a result of this storm, I created a **callout template** for our staff. In the future the call out system will be completed with following specifications:

(1) **Call Home Phone**, (2) **Text to mobile phone**, (3) **no need to "press 1" to acknowledge the call** and (4) **no messages left on voice mail.**

Chester County reported the very same issues. I am collaborating with their Everbridge team to continue improving this system for our community.

Project Management Overview

The following projects are planned for 2016.

Projects in Progress

Skype for Business Voice

A Service Agreement with Calltower has been executed and the project is expected to begin early in February with a Project Kickoff Meeting.

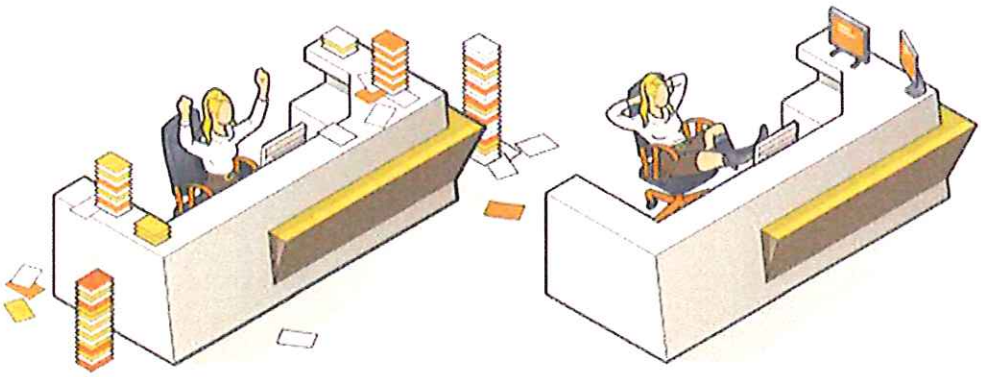
A Project Kickoff meeting shall occur in early February and a Project Schedule / Timeline will be established. This project will include all departments and will fundamentally change how communications both within the organization as well as externally occurs. This project is expected to be completed within 90 days of project kickoff.

This project will follow the **"Statement of Work"** project management plan I prepared and collaborated with Calltower and Communications Deployment Partners on.

Projects Pending

Digital Document Management

This project is planned for the 3rd and 4th quarters of 2016. There is an existing "Digital Document Action Plan" that I had submit and adopted for implantation in 2015. However, that project timeline was deferred to 3Q and 4Q of 2016. This "Action Plan" will be updated as we plan for this very exciting project which will fundamentally change how our organization manages its workflow.



Initiatives in Progress

Redundant VPN / Firewall Appliances

Both redundant VPN / Firewall appliances (municipal building and public works) have been purchased and delivered. These appliances are being programed and should be fully deployed by the end of February.

Redundant Virtual Server

The redundant virtual server has also been purchased and is in the process of being built. This server will be setup as a standby server should the primary server fail. We are evaluating and reviewing several software solutions required to achieve the necessary server duplication at the time of this report.

Police Department – Radio Services

The police department continues to explore the possibility of moving it's radio services from our own managed system to the new Chester County Radio System. Currently we are planning a complete propagation field test in the Borough with Chester County and Harris Radio Communications. The actual propagation testing is expected to occur in the early spring. Afterward Harris will design and submit a radio build plan to Chester County for the Borough of West Chester. Once this occurs Chester County and the West Chester Police Department will evaluate the next step.

Axcient Backup Services

As 2015 concluded it was clear that our backup & hosted services were no longer extensive enough to meet the needs of our organization's data protection needs. One of the factors here was the additional inclusion of the police department's video evidence. A new Axcient appliance and hosted space capacity is in the planning process and should be deployed during the next month.

ADP Services

Information Services will coordinate the install and deployment of the new ADP services when the project is ready for implementation. A planning meeting was held on January 29, 2016. We are in the process of programming the time clocks followed by registering staff with the devices & installation.

Website Overview

Our website continues to offer several and varied level of services to our community. This month we experienced quite a spike in site visitors. This was probably due in a big part to the "Blizzard of 2016". **26,528** visitors as compared to 16,316 in December.

Subscribers

- Alert Center *(We have **477** users signed up here.) This is an **increase of 158** subscribers in the month. The increase in subscribers here occurred during the Blizzard of 2016.*
- Calendar *(We have **112** signed up here.) This is an **increase of 7** subscribers in the month.*

Media Center - Performance

There were only a couple public meetings this month. The *Planning Commission* continues to experience technical issues and I am working with *HARB* to find a volunteer to help. No other committees have experienced any technical issues.

Borough Council Meeting	- January 4, 2016	- 581 Views
Council Worksession	- none	-
Finance	- none	-
Kaizen	- none	-
Parking	- none	-
Public Safety	- none	-
Public Works & Recreation	- none	-
Smart Growth	- none	-
Recreation Commission	- January 6, 2016	- 81 Views
Planning Commission	- January 26, 2016	- 19 Views
Library Commission	- January 18, 2016	- 50 Views
Rail Restoration	- January 6, 2016	- 137 Views
Sustainability Committee	- January 29, 2016	- 10 Views

Borough – Facebook Page

As of this month our Facebook page enjoys **2,631** "likes". This was an **increase of 87** subscribers during January. This is important because "likes" on Facebook act as **subscriptions**. When information is posted on Facebook, these individuals receive the information immediately on their computer, mobile devices and smartphones. This large increase in subscribers occurred during the "Blizzard of 2016".

In Comparison - Our Facebook page continues to perform well in comparison to our surrounding communities. *For example:* West Goshen Township (26 likes), East Bradford (324 likes) and West Whiteland (2,230 likes).

The **Committee to Reestablish Rail Service to West Chester** Facebook page has garnered **1,699** likes.

Borough – Twitter Page

A Borough of West Chester Twitter is linked with our Facebook page. People can sign up and follow us on twitter **@BoroughWC**.

Our twitter feed mirrors our Facebook timeline allowing those who prefer twitter to follow the Borough of West Chester through their twitter app.

To date we have **662** followers, an **increase of 48** during January. Once again this increase in followers occurred during the Blizzard of 2016.

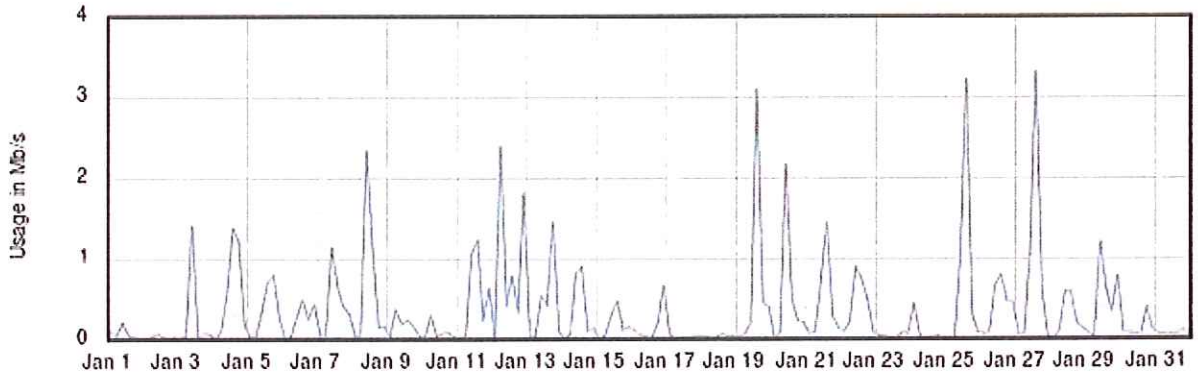
Wireless Network – Borough of West Chester Municipal Building

The public wireless network (WC-Wireless) continues to be available for both our staff and visitors. The WEP key is **4016106962700**.

The wireless network has become a standard level of service for both the staff and our visitors. The monthly Wireless Network Report on the following two pages demonstrates the usage of this service.

Monthly Wireless Activity Report – January 2016

meraki



Top APs by usage

	Name	Model	Usage ▾	# Clients
1	Recreation	MR16	38.38 GB	83
2	Records	MR16	24.14 GB	61
3	Police	MR16	23.65 GB	52
4	Council	MR16	16.04 GB	96
5	Finance	MR16	10.59 GB	87

Top AP models by per-device usage

Model	# APs	Usage	Avg usage per AP ▾
MR16	5	112.80 GB	22.56 GB

Top SSID usage by usage

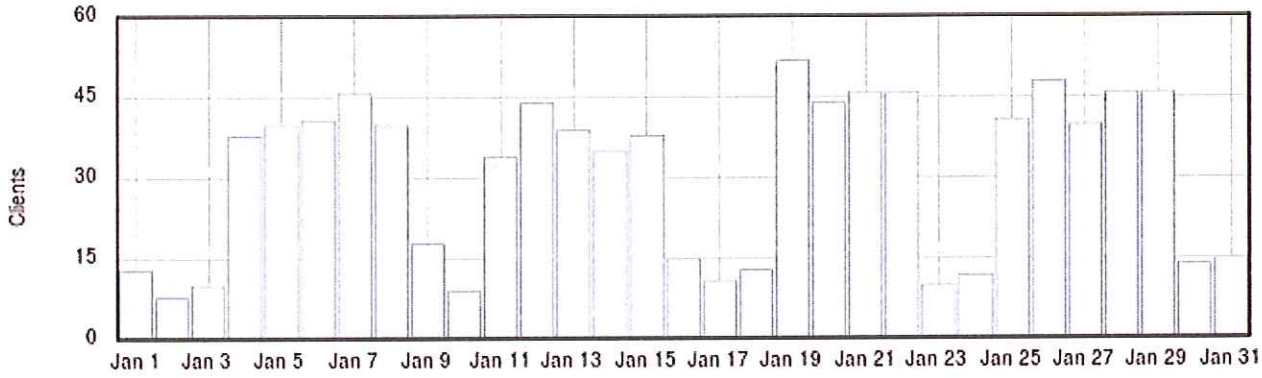
SSID	Encryption	# Clients	% Clients	Usage	% Usage
WC-Wireless	WPA2	113	70.2%	54.70 GB	48.5%
Staff Only	802.1X	35	21.7%	43.34 GB	38.4%
Surface	WPA2	13	8.1%	14.75 GB	13.1%

Municipal Building – Wireless Network continued

Top applications by usage

	Application	Usage ▾	% Usage
1	Miscellaneous web	18.37 GB	16.4%
2	Miscellaneous secure web	17.24 GB	15.4%
3	Software updates	10.49 GB	9.3%
4	Facebook	9.77 GB	8.7%
5	microsoft.com	9.60 GB	8.5%
6	Google Video	6.31 GB	5.6%
7	iTunes	5.42 GB	4.8%
8	CDNs	5.24 GB	4.7%
9	Miscellaneous video	4.72 GB	4.2%
10	Windows Live Hotmail and Outlook	4.71 GB	4.2%

Clients per day



Top clients by usage

	Description	Manufacturer	Operating system	Usage ▾	% Usage
1	stephens-iPad	Apple	iOS	10.02 GB	8.9%
2	BillSurface4	Microsoft	Windows 8	8.99 GB	8.0%
3	DESKTOP-5A1SDCG	Microsoft	Windows 8	5.87 GB	5.2%
4	iPhone-2	Apple	iOS	5.38 GB	4.8%
5	WC347B	Microsoft	Windows 8	4.99 GB	4.4%
6	STEPHENSHINN	Microsoft	Windows 8	4.76 GB	4.2%
7	MannBook	Microsoft	Windows 8	4.35 GB	3.9%
8	My-iPhone	Apple	iOS	4.26 GB	3.8%
9	Joes-iPhone	Apple	iOS	3.88 GB	3.4%

Wireless Network – Department of Public Works

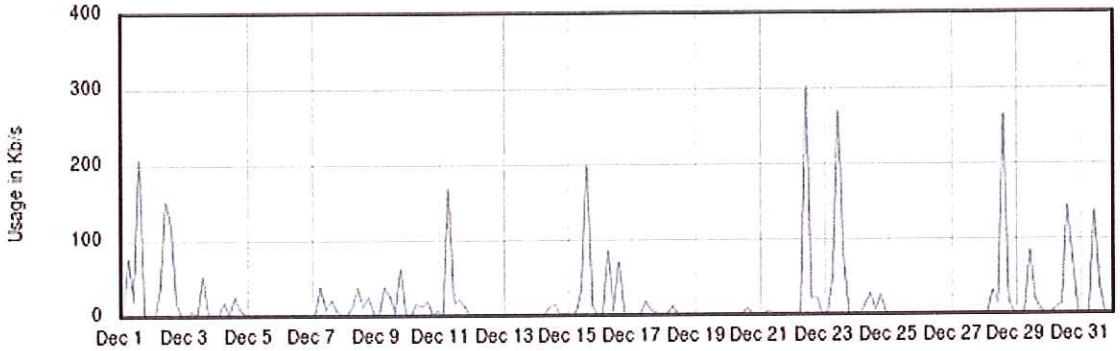
The same Cisco / Meraki Wireless network was installed at the Public Works facility in July. This provides the same management, security and monitoring services we currently enjoy at the municipal building.

The public wireless network (WC-Wireless) continues to be available for both our staff and visitors. The WEP key is **4016106962700**.

The wireless network has become a standard level of service for both the staff and our visitors. The monthly Wireless Network Report on the following two pages demonstrates the usage of this service.

Monthly Wireless Activity Report – December 2015

meraki



Top APs by usage

	Name	Model	Usage ▾	# Clients
1	PW 2nd Floor	MR18	11.01 GB	26
2	PW 1st Floor	MR18	1.47 GB	25
3	PW Mechanics	MR18	1.32 GB	24

Top AP models by per-device usage

Model	# APs	Usage	Avg usage per AP ▾
MR18	3	13.80 GB	4.60 GB

Top SSID usage by usage

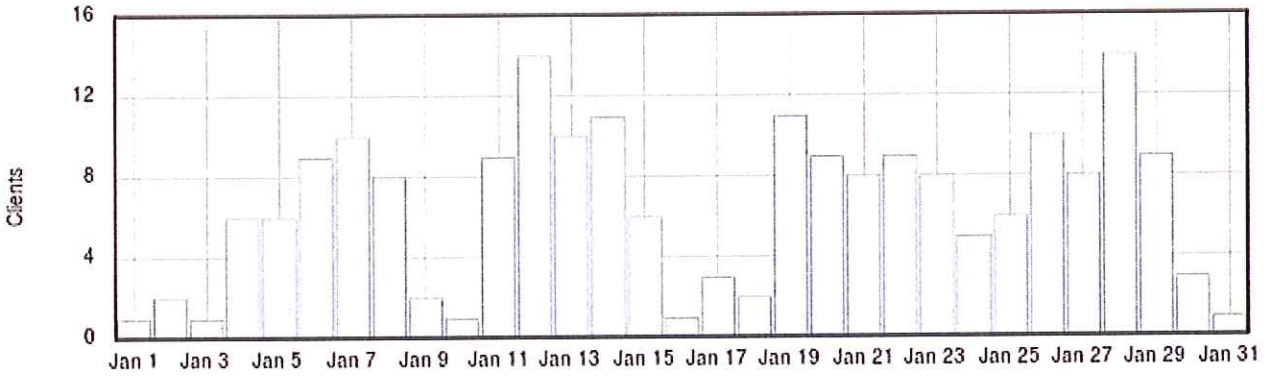
SSID	Encryption	# Clients	% Clients	Usage	% Usage
WC-Wireless	WPA2	23	65.7%	11.26 GB	81.6%
Staff Only	802.1X	12	34.3%	2.55 GB	18.4%

Public Works – Wireless Network continued

Top applications by usage

	Application	Usage ▾	% Usage
1	CDNs	3.34 GB	24.2%
2	iTunes	3.10 GB	22.5%
3	apple.com	2.76 GB	20.0%
4	Miscellaneous web	1.13 GB	8.2%
5	Facebook	1.02 GB	7.4%
6	Software updates	761.2 MB	5.4%
7	Miscellaneous secure web	719.2 MB	5.1%
8	microsoft.com	186.3 MB	1.3%
9	Google Video	182.5 MB	1.3%
10	Windows Live Hotmail and Outlook	127.9 MB	0.9%

Clients per day



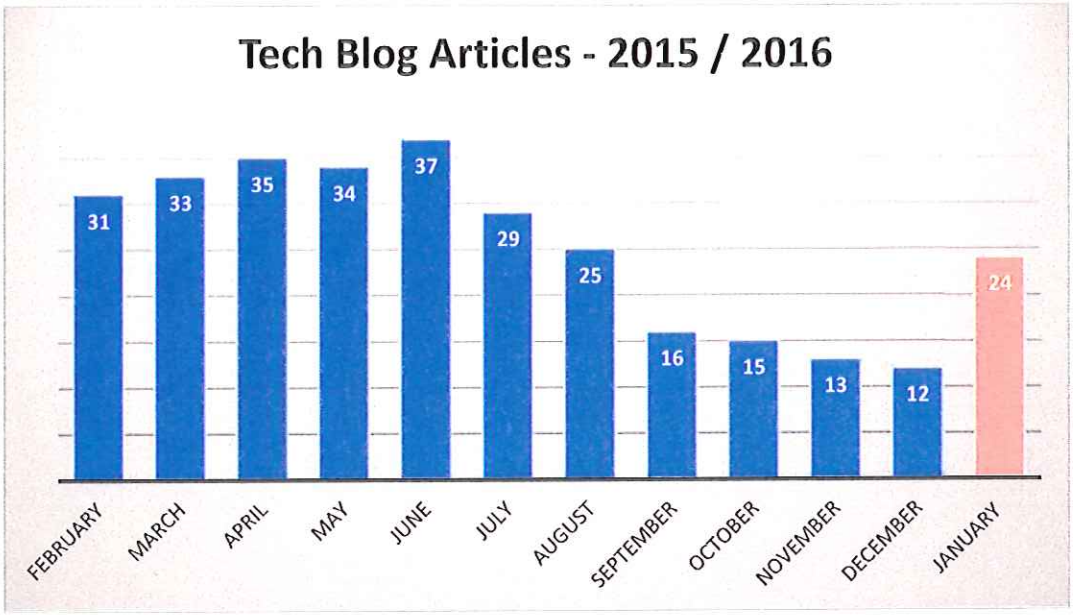
Top clients by usage

	Description	Manufacturer	Operating system	Usage ▾	% Usage
1	Jamess-iPhone	Apple	iOS	5.04 GB	36.5%
2	jason-as-iPhone	Apple	iOS	1.83 GB	13.3%
3	Donalds-iPhone	Apple	iOS	1.39 GB	10.1%
4	jcarbohnsiPhone	Apple	iOS	1.19 GB	8.6%
5	iPhone-2	Apple	iOS	928.5 MB	6.6%
6	TABET	Hon Hai/Foxconn	Windows 8	876.8 MB	6.2%
7	mfogartys-iPhone	Apple	iOS	864.5 MB	6.1%
8	Rhonda-Mapless-iPhone	Apple	iOS	855.6 MB	6.1%
9	MEHANICS-LAPTOP	Gemtek	Windows 7	471.4 MB	3.3%
10	POSM-1317793	Cisco-Linksys	Windows 7	156.4 MB	1.1%

West Chester Technology Blog

I continue to write and publish articles on the technology blog in an effort to foster communication and provide relevant technology related information that will help the staff both at work and at home.

Since December 2010 (almost 6 years!) the ***West Chester Technology Blog*** has covered the world of tech for anyone who wants to stay up to date with current technology. In addition to what's happening in the technology sector we post tips, tricks and recommendations for our readers as well as a weekly email newsletter.



24 Technology Articles were published in December.

Technology Training

Our next staff training classe will occur in late February – early March and will focus on the upcoming "Skype for Business Voice" transition as well as other current technology topics.

All **18** training sessions are available on the technology blog.

CitySourced™ & West Chester Mobile

Through a partnership with CitySourced™ mobile apps for all [mobile] platforms have been written and deployed through the various app stores as a free application (to the user). Once downloaded the user simply registers with their name and email address. Once registered the user would be able to report (with a photo) problems ranging from *public safety*, *quality of life* and *environmental* issues. In addition to the photo, the phone's GPS location can be included with any notes the user enters into the narrative. The "work order" will then be sent to the appropriate department.

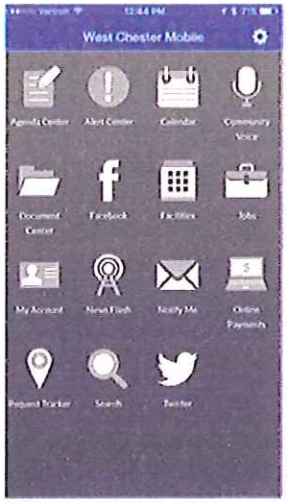
Monthly West Chester Connect & Request Tracker Report

During January **26** work orders were submitted and processed.

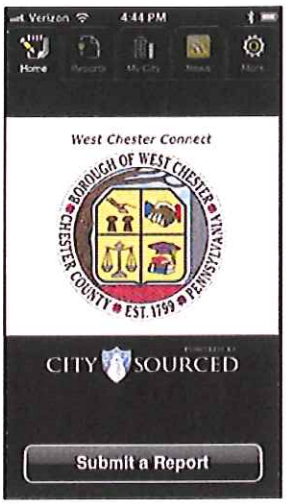
26 "incidents" to date have been reported through **West Chester Connect** & **Request Tracker** for the year.

Members of our community have several ways in which they can reach out to our staff and request our services.

- ***West Chester Website***
- ***West Chester Mobile*** (app)
- ***West Chester Connect*** (app)



West Chester Mobile



West Chester Connect

CIO Annual Report

2015

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Help Desk Services

Introduction

In addition to managing all information technology services Information services, for all departments, staff and elected officials for the Borough of West Chester, the Chief Information Officer's office also handles **help desk duties**. Our help desk technician Jeffrey Carbohn started on February 17, 2015 and immediately had a positive effect on both my office and the entire staff in general. Jeffrey brought experience, knowledge and great enthusiasm for the position. Help Desk services include a wide range of challenges including issues surrounding computers, workstations, computer accessories, software, telecommunication and wireless services.

Jeff Carbohn

For many years I have had to independently handle all technology services from high level decision making to project management, budgeting, finances and of course help desk duties. Help Desk duties are incredibly important. The entire Borough staff relies on technology to get their job done. When technology breaks down - work flow suffers.

Today, technology surrounds us all, both in our professional and personal lives. The addition of a help desk technician has been a true success for all members of our staff.

Jeff brought with him several years of help desk experience in the private sector. He very quickly began independently helping his co-workers with their daily technical needs and of course he has become my "right-hand man" in respect to larger projects and network maintenance and planning in general.

Technology related help desk tickets are for many varied services including, but not limited to, computing, **networking**, **telecommunications**, **wireless**, **printing services**, **mobile devices**, **police communication (radio) services**, **police audio & video services** and **general technology related aid**.

Operating Highlights

Work Orders are handled as quickly as possible but are prioritized as necessary. Remote support is available and we often complete work orders from remote locations and at any hour of the day when possible. We are on call 24 hours a day, seven days a week.

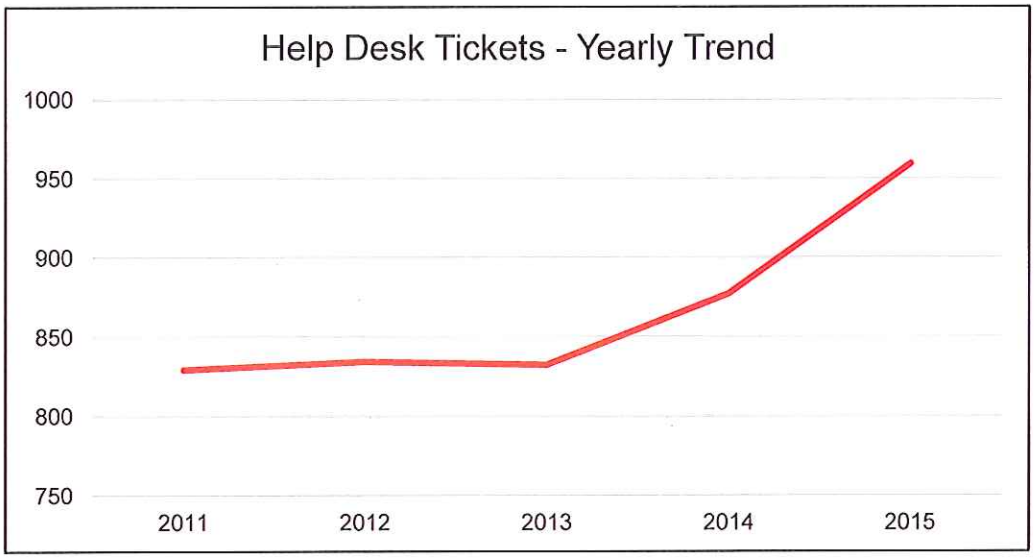
Work Orders By the Year.

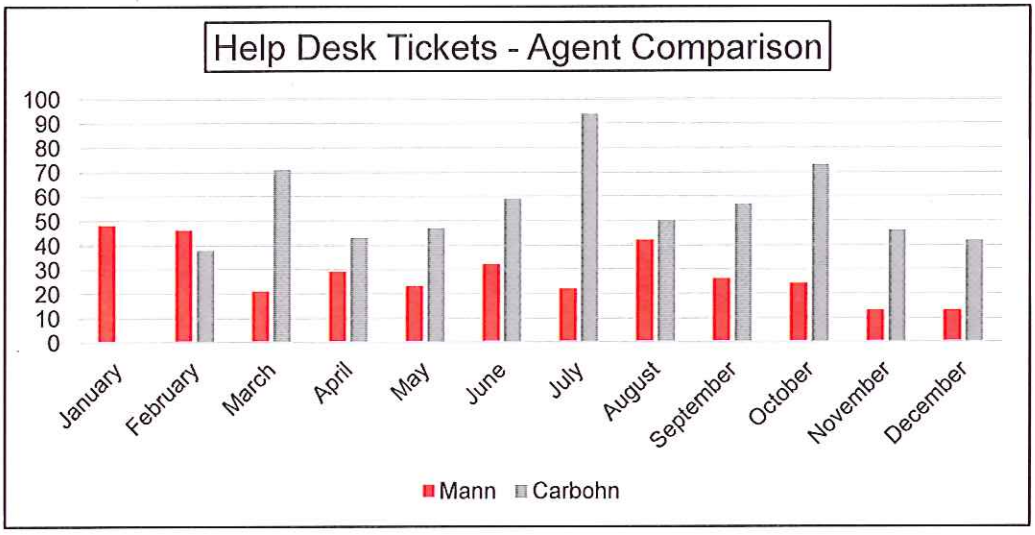
2011 = 829
2012 = 834
2013 = 832
2014 = 877
2015 = 959

*"You can see by these numbers that help desk support is fairly consistent from year to year averaging at about **80** service requests per month"*

Work Orders are for anything requiring support from the Information Services Staff.

Help Desk Tickets – Five Year Trend





Help Desk Tickets can be entered in a number of ways including the help desk portal which is available using a web browser, mobile app or simply by sending an email to helpdesk@west-chester.com.

"The efficient management of help desk tickets is critical to the success of any organization.

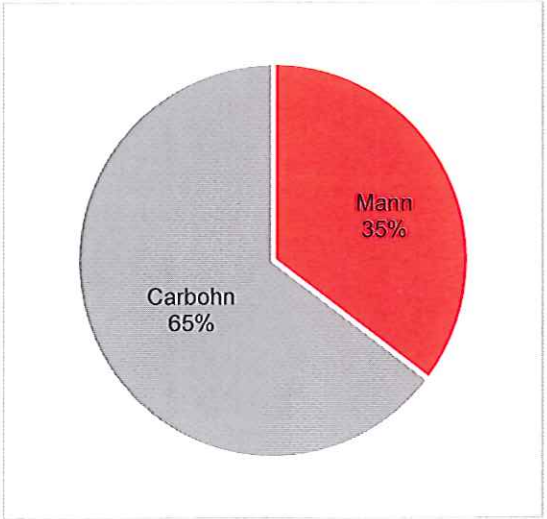
Today, more than ever before organizations must strive understand current technology trends and move to leverage those services that will best allow their mission to be achieved"

"Efficient help desk services play a large part in an organization's success"

Help Desk Tickets - Month to Month

January 2015	=	48
February 2015	=	84
March 2015	=	92
April 2015	=	72
May 2015	=	70
June 2015	=	91
July 2015	=	116
August 2015	=	92
September 2015	=	83
October 2015		97
November 2015	=	59
December 2015	=	55
2015 Work Orders	**=**	**959**

Help Desk Tickets – Agent Comparison



Installation Services

"Installation services include planning, purchasing, pre-installation, application setup and deployment services as well as employee training."

"Installation services also include printers and other technology accessories."

Introduction

Computers replacements are scheduled on a 5 year rotation. Warranties on the computers cover the first three years. The following computers were scheduled for upgrades in 2015 and were completed as described in the 5 year computer replacement plan. A 5 year replacement plan is necessary in respect to remaining current with hardware requirements as well as software and operating system advancements.

Department	Location
Police Department	Squad 1
Police Department	Squad 2
Police Department	Squad 3
Police Department	Squad 4
Police Department	Squad 5
Police Department	Sergeant's Office
Police Department	Briefing Room
Police Department	Staci King
Police Department	Christine McAllister
Police Department	Scott Bohn
Police Department	William Morris
Police Department	Sam Iacono
Police Department	Dispatch (x2)
Finance	Jeff DaSilva
Finance	Check Cash PC
Parks & Recreation	POS

Project Management

"Project Management includes the planning, purchasing and working with vendors, staff and subscribers throughout the successful completion of the project."

"Efficient project management is crucial and each project requires coordination, cooperation and skills".

"Time management is also a critical factor when managing a project."

Introduction

The CIO is of course responsible for the planning, project management and maintenance of the technology services for the municapal building, Department of Public Works and Department of Wastewater.

Technology services include server maintenance, networking maintenance, computer services, backup services, email services, telecommunications services, wireless services, shared resources and more.

There were **2** primary projects scheduled for 2015. One of these, Disgital Document Management was deferred to 2016 due to the reorganization of the Finance Department. The majority of budgeted funds for this project were shifted to software and licensing upgraded relating to ADP and Abila.

In addition to the completion of the primary project. Microsoft Cloud Servides several smaller projects and initisatives were completed during the calendar year.

Project	Department
1. **Microsoft Cloud Services**	All
2. **Network Security Solution**	All
3. **Virtual Server**	All
4. **VPN / Firewall**	All
5. **Parking Services RMS**	Parking Services
6. **Police Department Radio Services**	Police Department
7. **Finance / Video**	Finance
8. **Portable Recording Services**	All
9. **Additional Services**	All

Project Management – Project Detail

"Managing technology is also about maintaining what is working – and what is necessary to "get the job done".

"Regular projects like upgrading servers are a basic but important requirement of good management."

"A little more exciting is designing and enhancing our data protection to include our own "local cloud" and a "remote cloud."

Microsoft Cloud Services

The project in which our organization migrated the majority of our data from an on-premises file server to Microsoft's Cloud was kicked off on April 9, 2015.

This project was organized into 5 milestones, including:

Milestone 1 - Discovery and Planning Phase

Milestone 2 - Configuration Phase

Milestone 3 - Migration Phase

Milestone 4 - Training

Milestone 5 - Project Completion and Review

The project was officially completed on July 15, 2015 with the issuance, and our acceptance of the "Project Acceptance Document" by Springhouse. The majority of our document services are now being hosted by Microsoft as part of their Microsoft 365/Azure platform. All accounts are using Directory Sync which further integrated our on-premises services to Microsoft's cloud services.

The project completed on schedule and within the projected budget.

Network Security – Kaspersky

Going into the 2015 budget year I had budgeted the annual subscription cost for both Symantec (anti-virus) and Websense (website filtering management). One of the long terms goals is infrastructure control for our network. Both of these services, Websense & Symantec require their own servers. Recently new solutions have become available that effectively combine these services, along with additional tasks into one solution.

Through March & April we looked at various options for combining these services into one solution. Four quotes for service were obtained and demoed. We determined that the solution offered by Kaspersky was our best option. This solution combines several security solutions into one.

Kaspersky was installed on an existing server and deployed both on the municipal building network as well as the Public Works network. Later in the year the service was relocated to our new virtual server.

Virtual Server

Do to the reallocation of the planned project budgetary funds for the Document Management ($45,000) project only slightly more than $10,000 remained. The document management project had been deferred to 2016. Utilizing the remaining funds, a project planned for 2016, which was the installation of a new virtual environment server was moved to 2015. The purpose of this VM Server was to continue the process of reducing hardware in our infrastructure wherever possible.

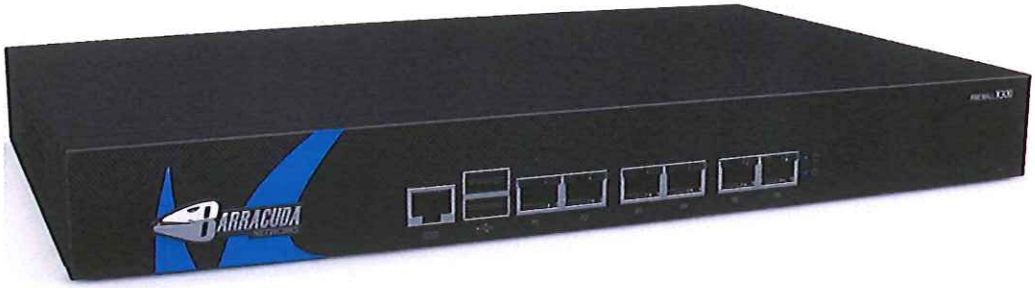
This projected 2016 project was moved to this year and a HP DL380 Gen9 Server was purchased running VMWare, allowing us to run up to 5 Windows servers on one piece of hardware. Within the next 60 days we will be able to retire three (3) servers with the additional planned retirement of at least two more before the end of the year.

The installation of this new server was completed in July and 3 individual physical servers were retired (at the time) as a result. Today this new virtual server hosts the following services.

- Domain Controller – primary
- Domain Controller – secondary
- File / Print Server
- Apps Server

VPN / Firewall

In addition to reducing infrastructure cost information services has been planning the best ways in which to connect the networks at the municipal building and Public Works. Today both networks work independently. Two years ago we installed a VPN (**virtual private network**) between the two networks in order to share anti-virus, web filtering and backup services.



As a result of embracing cloud services along with improved broadband services it is now possible, with very little capitol cost to further streamline and enhance the networks at both facilities.

With the purchase/lease of new Firewall appliances we were able to achieve the following enhancements.

- **Reduce the number of firewall appliances from 3 to 2.**

- **Remove the Citrix server**. The only users of this server were the police officers which they utilized in order to connect to their records management system, *Visual Alert®* from the East Bradford Township office. With this new solution, a VPN (virtual private network) was setup and established between the East Bradford Township Police Office and our network. This solution has no monthly cost and removed the need for the Citrix Server.

- **Public Works Network & Server.** Prior to this new VPN Public Works and the Municipal Building operated two independent networks and servers. The installation of this new VPN allowed us to retire the Public Works network and join the computers and devices directly to the domain located at the municipal building. In addition to only needing the manage one network as opposed to 2 we were able to retire the Public Works server.

- There are now more ways for staff to connect to the network than ever before.

Parking Service – Records Management System

On April 20, 2015 we were notified that the Records Management System (RMS) vendor, Parktoria had filed for Chapter 7 bankruptcy. Information Services worked very closely with Pam Grossman's office in an effort to secure our data, confirm & manage the daily [on premises] back-up of our data and help to prepare for the eventual installation and migration to a new RMS.

We selected United Public Safety as the new vendor. The new service was installed between June 1 and June 14, 2015. No data was lost and services were not impacted on the customer side.

Police Department – Radio Services

In April - The *Chester County Department of Emergency Services* reported that they had completed 80% of their new radio system installation & deployment. The Borough Manager directed my office to engage with Chester County & our police department in respect to field testing the radio system in our coverage area in order to properly & effectively evaluate our options going forward. Both Lt. Morris & CCO David March were engaged with my office throughout this process.

Internal radio testing relating to DAQ (digital audio quality) and coverage was completed between September 24 and 27. A follow-up team meeting was held on September 30 to review the findings with Chief Bohn.

An additional meeting was held on October 15 this time involving Scott Chandler of Metropolitan Communications to discuss our options moving forward.

On November 17 I issued a system proposal report to Robert Kagel's Office at the Department of Chester County in order to place expectations on system performance going forward.

At this time no decision has been made regarding the police department's potential involvement with the new Chester County radio system. Discussions are continuing between the Borough and Chester County at the time of this report.

Finance Department – Video / Recording Service

In September – The Finance Director, Jeff DaSilva reported that the Finance Department was planning on installing a "Change and Cash Counter" in the Safe Room. Insurance requirements include the video monitoring and recording of the area where this equipment is installed and utilized.

Due to the uncertainty of the building renovation project and the immediate need for this solution which was not projected for BY 2015 I recommended 3 AXIS M3004-V Ultra Compact Mini Cameras (above image) each with a 64GB SDXC Card for data storage. The video cameras are monitored from a PC setup in the CIO Office.

The project was completed in late October.

Portable Recording Services – Boards & Commissions

During the June Kaizen, Technology & Communications Committee meeting, Councilmember Brian Abbott expressed interest in recording Boards & Commissions meetings. I researched various solutions before making a recommendation. This new service required both hardware and procedural considerations. During the August Borough Council meetings, the recommended solution was approved.

As part of this project milestones were established including writing a "Portable Recordings – Usage Guide" and live testing.

Boards and Commission Chairs were asked to seek out and obtain volunteers to work with the recording equipment. In addition, identified staff who regularly attend these meetings were also trained. Through the last quarter of the year several Boards & Commissions meetings were recorded and uploaded to the website's media center.

This service is now available as planned for 2016.

Everbridge – Retirement of Blackboard

In early September Chester County offered their "community outreach" service, Everbridge free to all municipalities. Our organization through 2015 was contracted with Blackboard for this service at a cost of $13,500 annually.

I reached out to – and worked with officials from Chester County in order to join their service.

Chester County migrated much of our data to the Everbridge platform.

Staff training, at Chester County was completed on November 4.

The Borough of West Chester as of January 1, 2016 is part of the Chester County's Everbridge system, known to the public as ReadyChesco.org. Our involvement with this new service has been publicized on our website and mobile app.

Internet Redundancy

This year we retired our T1 circuit which had been used for internet redundancy and replaced it with a *Comcast for Business* circuit. With the installation of the Barracuda VPN (2) two independent internet connections can run simultaneously with one acting as the primary (Verizon) and the second acting as a backup (Comcast). Today both the municipal building and Public Works enjoy this redundancy, which will become critical with the planned move towards a VoIP Skype for Business Voice phone system (2016).

Infrastructure Reduction

During 2015 we were able to take the following servers off line due to the installation of both the VM Server and Barracuda VPN/Firewall appliances.

1. Security Server (Symantec)
2. Web Filtering (Websense)
3. Citrix
4. Server 5 (backup app & file server)
5. Public Works (file server)

One more server (Server 6) will be retired in early 2016.

Help Desk Service

Information Services manages all network and telecommunication services at all Borough of West Chester facilities. During the year there were minimal service issues. These issues included:

Saturday - May 23, 2015 @ 7:30 AM - Internet Outage

Police dispatch reported that the internet service was down. The police department relies on the internet service for JNET purposes in addition to other near critical services.

I responded in and restarted the Verizon modem which had no connection. The modem restarted in a "failed state" and an internet connection could not be initialized. I rerouted all workstation connections to our backup (T1) internet connection and contacted Verizon to service the outage.

Verizon responded at about 4:00pm and reported that the modem was completed failed and that all of our settings were lost. A new modem was installed but Verizon needed to return the following Tuesday, May 26 to complete the install. This install/repair was completed at 11am on May 26 and service was completely restored.

June 23 & 27, 2015 – Storm Related Telecommunication Outages

There were **2** telecommunication service outages during June 2015. Both occurred as a result of the storm on June 23 which effected the West Chester area. Telecommunication services were interrupted at both the Public Works facility and Taylor Run Wastewater plants. The phone service at Public Works was forwarded to the Borough Building during this outage. The Taylor Run facility phone service was restored quickly while the service at Public Works remained down until Friday evening, June 27.

July 20, 2015 – Telecommunications Outage

An outage occurred at the municipal building on July 20 when the PRI went down. Service technicians from Verizon and Phone America responded throughout the day. Service was restored at 11:30 pm.

July 22, 2015 - Telecommunications Outage

A second outage in 2 days occurred, this time to the primary phone line at the Goose Creek treatment plant late in the day on July 21 and was restored in the morning of July 22.

July 30 – Telecommunications Outage

Another outage occurred, again at the municipal building at around 3:30pm on July 30 when the PRI again went down. Service technicians from Verizon responded and the service was restored fully late that evening.

August 5 – Network Outage

At 9:00 AM an AP (access point) went off line. The AP was located in the police records office. Investigating the AP outage, we determined that one of the primary network switches, which it was connected to was malfunctioning and had "locked up". The switch was rebooted and the AP and connections on the identified switch were back in service.

August 6 – Network Outage / Police Department

At 11:30 PM police dispatch and much of the police department lost network connectivity which included internet services as well as both dispatch phone consoles. Police Dispatch contacted Jeff who responded to the police department. Jeff identified the network switch that we had "reset" earlier that day had malfunctioned again. Jeff placed the switch out of service and re-routed the cabling to another switch. Service was restored within an hour. It should be noted that Jeff handled this late-night service call, independently and without contacting the CIO.

August 7 to 10 – CLEAN/NCIC Outage – Police Department

During this time period the CLEAN/NCIC terminal in police dispatch began experiencing erratic service in which the circuit would go in and out of service. The state police were contacted and confirmed the telecommunications issue. Verizon responded and identified the problem on August 10. The issue was on a street pole and resolved.

August 9-10 Phone Consoles – Police Dispatch

On Sunday afternoon both dispatch phone consoles went down. I was contacted and responded to work on the problem. Both consoles failed to connect to the Toshiba PBX (phone system). I contacted *Phone America* who was unable to resolve the issue remotely and service was scheduled for 8:30 the following morning, Monday.

The phone consoles, on their own began working later Sunday evening. Regardless, I had *Phone America* respond and review the event errors on the phone system and phone console. Although it was unclear by *Phone America* or Toshiba (phone system manufacturer) the following was determined to be the cause of the phone console connection issues occurring in police dispatch.

A malfunctioning network switch in the server cabinet was identified that the phone consoles were connected to. Once the switch was removed and a temporary switch installed connection for the phone consoles was reestablished and has remained consistent since.

August 20 – Wastewater – Miner Street Pumping Station

On August 20, Sean Mitchell reported that the phone line for the alarm (call-out) system at their Miner Street Pump Station was out of service. Verizon was contacted repaired the line the following morning.

August 21- Verizon FiOS Outage

At 1:30am on Friday, August 21, the Verizon FiOS circuit was lost at the municipal building. Unfortunately, this occurred during the police department's homicide incident. Because of the importance of the situation both Jeff and I responded in and worked to 3:30 am identifying the Verizon outage, rerouting the internet gateway to the T1 and scheduling a service call with Verizon.

Verizon responded later that morning and the circuit was back in service at 10:00am.

September 10 – Phone Outage

It was determined that the main phone line at Public Works (610-696-5282) was not ringing. Verizon was contacted and responded and reported that the service issue was not theirs. Phone America was contacted and responded the following morning, September 11 and corrected the problem and service was restored.

September 12 – Phone Console Outage – Police Dispatch

Police Dispatch reported that the main phone console was down and not connecting to the phone system. I responded in and needed to complete a system restore on the phone console PC. The phone console was back in service as a resort of the system restore.

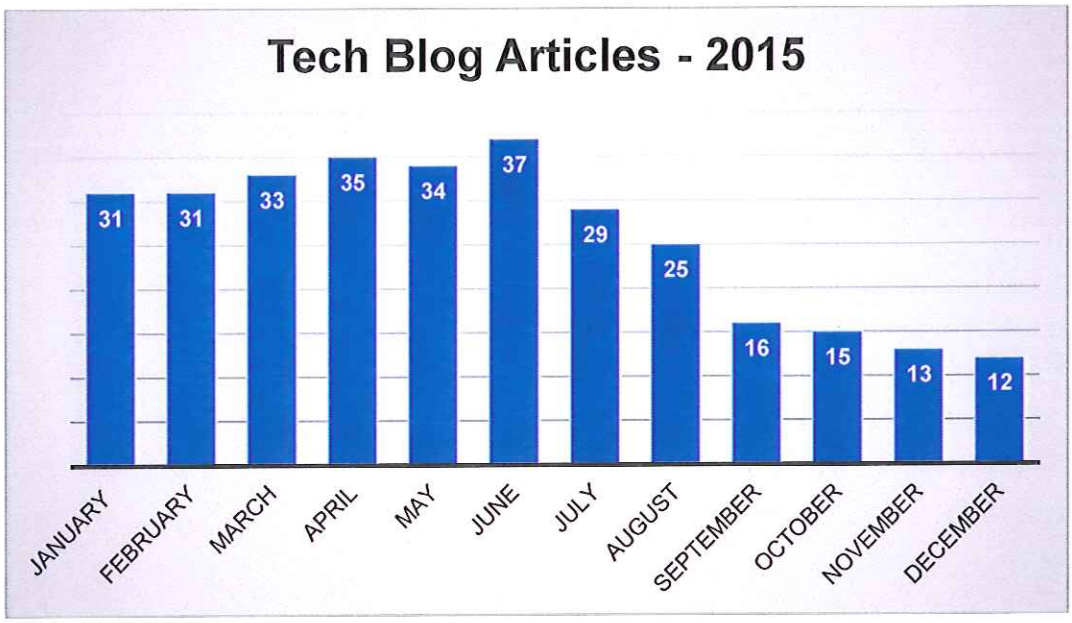
December 20 – Network Outage

On Sunday, December 20, 2015 at approximately 11:30 AM the public works facility experienced a network outage. Because the office was closed staff did note experience this outage. I was able to contact Don Anderson who responded on site to meet me there.

The Barracuda VPN/Firewall was "locked up" and once I reset the appliance the network was back in service. This is an example of the redundancy improvements planned and budgeted for in 2016. A redundant Barracuda appliance would have stepped in and providing network service until the primary device was repaired or reset.

West Chester Technology Blog

This year I continued to write technology articles for the general public and our staff. Through the year I posted 311 articles.



Education & Other Activity

On **April 8** I was interviewed by Kyle Huson and profiled as a "Community Pillar" on their website. You can view the interview at http://westchester.guru/community-pillars-bill-mann.

In **April** I was interviewed by Sonia Lelii, Senior News Writer for Tech Target as part of a larger article about Disaster Recovery solution. You can read the article here.

On **June 23 & 23** both Jeff Carbohn and I attended and **completed "Microsoft SharePoint Server 2013 for the Site Owner"** *Microsoft® Certification* at Springhouse.

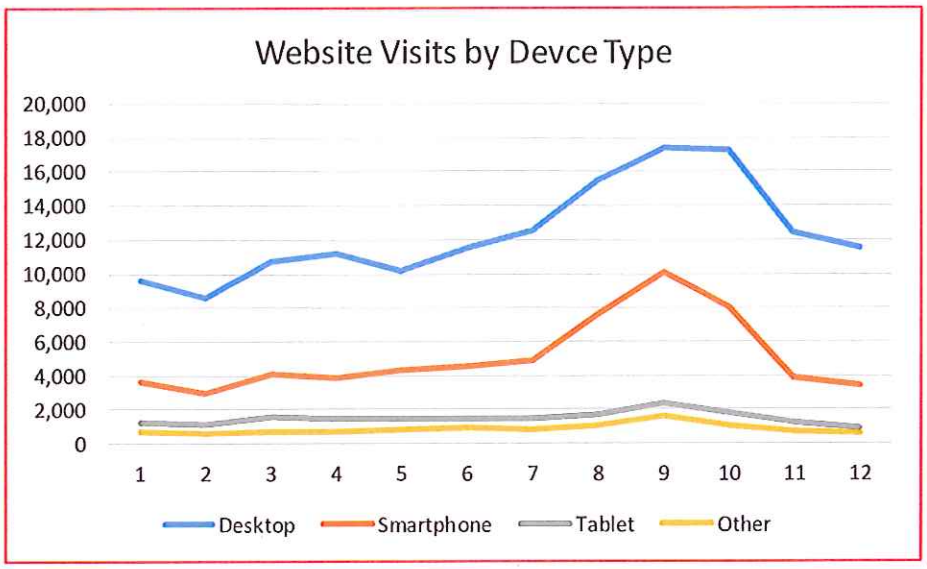
"Social Media and Community Outreach have metamorphosed from concepts to basic expectations.

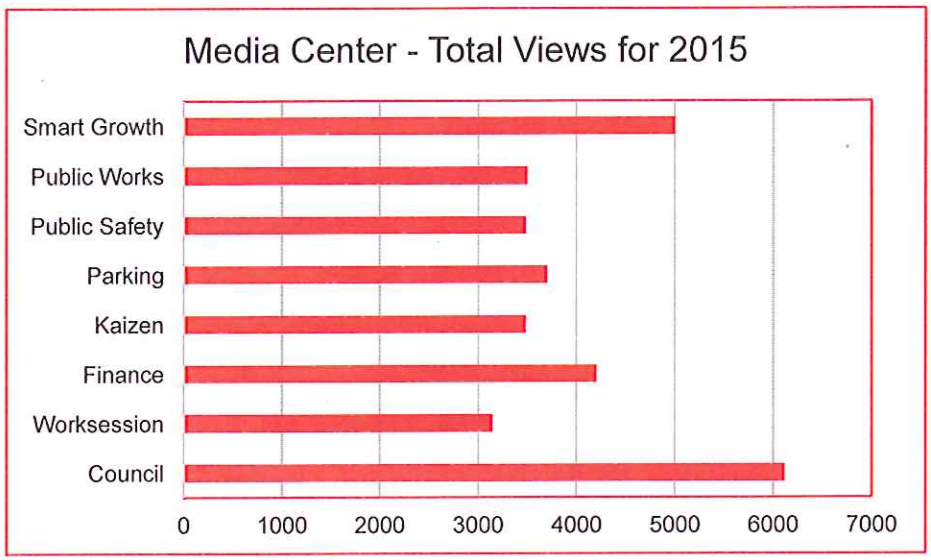
Any organization regardless of their private or public sector status – today must embrace social media tools in order to efficiently reach out and engage their target audience.

Here we have embraced this new way of thinking by re-designing our website in design and its services scope, developing our first mobile app, building a very active media center and using Facebook & Twitter to communicate with our community."

West Chester Website

Our website continues to enjoy a wide range of visitors. As you can see by the site visits and media center activity our organization is continuing to work very hard to improve community outreach and engagement.





Technology Training for the Staff

"Ongoing technology training is very important. I always find it enjoyable and informative to plan a class outline and work with the staff 4 times each year covering current tech topics and lessons."

"One of the other highlights of training, both during the quarterly training sessions and through help desk support is getting to know everyone on staff."

I believe that providing ongoing training in the area of technology is critical to fostering efficient and productive employees. With this vision I began providing quarterly technology training to the entire borough staff in 2010. Technology training is scheduled every four months and there are 2 sessions provided each time. This is scheduled in this way in order to allow our offices to can remain open to the public during the training sessions.

All of these training presentations are available on the West Chester Technology Blog.

The training sessions this year included:

March 26	Introduction to the Microsoft Cloud Last Pass
March 30 / April 1	Email Compliance Review
July 23	OneDrive for Business SharePoint Skype for Business Password Management Two-Factor Authentication
November 5	Microsoft 365 Security Microsoft Excel / Pivot Tables Passwords A Look Ahead

Looking Ahead

"2016 will of course bring with it some very exciting projects and initiatives.

Projects and initiatives include a Skype for Business Voice Phone System and Unified Digital Document Management Solution.

Initiatives include enhancing our redundancy with the installation of additional Barracuda VPN devices and a second HP Virtual Server.

We also have a building renovation project on the horizon as well as a decision pending on the police department's radio system.

2016 looks to be an exciting year in respect to technology services. Projects that are planned for the year include:

1. Skype for Business Voice Services
2. Digital Document Management (all departments)
3. Building Renovation
4. Redundant VPN Appliances
5. Redundant HP Virtual Server
6. Police Radio System

Project and Initiatives Detail

There is a "Skype for Business" Project Management report issued and the project is expected to be completed during Q1 and Q2.

There is a "Digital Document Management" report that was originally prepared in 2014 which will be updated for 2016. This project is expected to begin during Q3 and continue through Q4.

Redundancy will be a key initiative throughout 2016 as we put into place redundant VPN/Firewall appliances at both the municipal building and Public Works as well as a secondary HP Virtual Server.

The Borough of West Chester and the West Chester Police Department are considering their options in respect to the police radio system. The existing independent WCPD radio system is approaching "end of life". At the same time, at the start of 2016 Chester County began using their new radio system. I will be working with the police department and Borough Manager's Office evaluating the County Radio system. A decision must be made to either invest in anew independent radio system or to move onto the County's radio system.

Of course I will continue to work with the Borough Manager's Office in respect to the planning and eventual renovation of the municipal building.