



## **Business Technology Group**

### **Core Business - Business Processes and Information Technology**

Drive continuous business process improvements to advance effectiveness and efficiency while striving for innovation, flexibility, and integration with technology.

#### **Performance Measure(s)**

- Department O&M costs ≤ board-approved budgets
- Completion of ITSP projects on budget and within schedule.
- Achieve savings targets for sustainability programs such as Rideshare and Paperwise.
- Achieve board-adopted goals of 18% or better of contracting dollars to small business.

#### **Objective#1:**

*Ensure operational reliability and security of Metropolitan's IT systems by delivering cost-effective IT products and services.*

#### **Action(s):**

1. Complete data migration to central storage area as part of the automated E-Discovery project to reduce legal risk, effort, time and costs associated with discovery of electronically-stored information and enhance legal compliance efforts.
2. Strengthen cyber security capabilities by implementing on-going IT security enhancements.
3. Enhance Metropolitan's compliance tracking and reporting capabilities by deploying the replacement Environmental Health and Safety Reporting/Documentation System. Completion of consultant contract award and completion of design documentation is planned for the year.
4. Continue the Communication Infrastructure Reliability Upgrade project based on Voice over Internet Protocol (VoIP) technology. VoIP will improve the reliability of the communication systems, will reduce downtime and equipment failures, and will add unified communications capabilities to the telephone system.
5. Select prime consultant and owners-engineer and execute a contract for the Wadsworth Pumping Plant Controls upgrade to enhance system reliability of the SCADA system at DVL.
6. Initiate preliminary design to replace large enterprise servers that are reaching the end of their life cycle. These servers host enterprise applications as Oracle database management system for general ledger, Accounts Payable, Accounts Receivable, asset management, inventory and purchasing.
7. Complete X.W. frequency procurement and continue to upgrade Metropolitan's Two-Way Radio system to improve reliability, ease of use and durability during emergencies. The system will be used by the 300+ Emergency Response Team as well as WSO staff.
8. Develop a plan for upgrading PeopleSoft HR, Payroll, and My Learning to next version.
9. Complete the deployment of the Water Quality Remote Monitoring Event Detection System.



**Objective#1 - continued:**

*Ensure operational reliability and security of Metropolitan's IT systems by delivering cost-effective IT products and services.*

**Action(s):**

10. Replace the Asset Information Management System with a new Lease Management System using a cloud-based system. This new system will assist in managing Metropolitan's leases, agreements, entry permits and other secondary uses.
11. Upgrade the Lab Sheet product to support ozone and fluoride water treatment process.
12. Complete GIS-based Dig Alert pilot program for WSO to enhance the safety/protection of underground facilities.
13. Upgrade sample location module as part of the Laboratory Information Management System suite of applications.
14. Upgrade Interim Enhanced Surface Water Treatment Rule (IESWTR) application to include edited data.
15. Conduct alternative solution analysis (e.g. evaluate cloud computing technology options) for new IT projects and initiatives to determine whether cloud-based applications may provide a viable and cost-effective alternative to traditional "on-premises" installed software applications and data storage. Analyses are planned in the areas of Environmental Health and Safety, Lease Management, Email systems, and Collaboration Software.
16. Evaluate technology advancements (e.g. desktop virtualization) in conjunction with preparing for the PC Replacement Project to determine its appropriateness for Metropolitan. Evaluations are planned for desktop virtualization, operating systems, Office Software, and hardware replacement options.
17. Complete the pilot of Microsoft Service Manager to replace Remedy software used for the IT Help Desk. Microsoft Service Manager provides built-in processes based on industry best practices and helps IT continuously adapt to new business requirements while reducing cost and lowering time to resolution.
18. Develop an implementation strategy for support and enhancement of the Board Document Management System.
19. Conduct regular exercises with CFO and WSO to maximize the reliability of recovering critical IT systems during an emergency.
20. Complete an upgrade to the Oracle Financials suite to extend vendor support, maximize efficiencies of business processes and position Metropolitan for future upgrades.
21. Proactively replace IT infrastructure components (e.g., servers) as they reach end of life. Replace servers over five years old, and install new storage area network at Union Station data center.
22. Complete EGIS Infrastructure upgrade including hardware and software to improve performance and extend vendor support.



**Objective#2:**

*Continue to implement business improvements and promote self-service to increase organizational efficiency.*

**Action(s):**

1. Conduct an evaluation of Metropolitan's IT Project Delivery Model to improve communication with steering teams and project sponsors, improve the reliability of project plans, and reduce delivery cycle time.
2. Develop and implement upgrades to the water conservation business automation systems.
3. Implement new PeopleSoft modules: e-Compensation, e-Profile, CalPers interface for reporting payroll, PERS and medical information, and Organization Charts. These modules can be tailored to Metropolitan's specific needs as a state government agency.
4. Support WSO by developing and deploying a mapping interface that integrates MWD EGIS mapping data with automatic vehicle location data.
5. Rewrite the Budget vs. Cost module within Metropolitan's Integrated Budget Management System to extend its use of dashboards and financial performance measures. This will allow users to customize their dashboards to access, analyze and drill down through information for effective decision-making and optimization of operations.
6. Complete technical upgrade of Water Invoicing System (WINS) and reduce the turn-around time (e.g. software modification) needed to implement new board-approved water programs.
7. Develop and implement key modules of an on-line portal for contracting materials, e.g., references, forms and process flows, to streamline employee self-service and procurement/contracting for internal customers.
8. Continue expansion of the new on-line documentation system for WSO staff with a focus on the distribution system and hydro electric plants. The On-line Manuals offer improved user input, easily accessible information, and lower reproduction costs.
9. Transition Metropolitan's Reference and Research Center into a self-service library to improve customer service and increase efficiency.
10. Increase the volume of vital Board documents and records available for self-service and on-line access.



**Objective#3:**

*Continue to implement sustainable business practices to reduce Metropolitan's use of natural and renewable resources.*

**Action(s):**

1. Continue *Our Legacy* E-Newsletter series that is disseminated to all employees on a monthly basis. The series focuses on raising awareness about sustainability issues and encouraging positive behavior change.
2. Coordinate the 5th annual Spring Green Expo for Metropolitan staff, member agencies and the surrounding community. The event is intended to raise awareness of environmental issues and provide solutions for living and working green.
3. Ensure Metropolitan's Rideshare Program remains compliant with South Coast Air Quality Management District while streamlining processes and reporting requirements.
4. Continue Metropolitan's Paper Reduction Program to lessen Metropolitan's consumption of renewable resources and lowering usage cost.

**Objective#4:**

*Efficiently maintain and operate Metropolitan's Headquarters building at Union Station (US), the DVL Visitors Center, and the DVL Education Center.*

**Action(s):**

1. Develop and implement renovation, refurbishment, and client service projects to ensure the safe and efficient operation of the buildings. Activities planned for the fiscal year are: US fire water tank refurbishment, Phase II replacement of the 12-year-old building management controls system, customer survey of the new cafeteria services and RFP solicitations for cafeteria and janitorial services.
2. Study and implement additional energy efficiency projects to ensure lowest life-cycle operating costs in concert with the principles of effective and sustainable facility management. Activities planned for the fiscal year are: lighting retrofit study of the US parking garage and metering project at the DVL Visitors Center.



**Objective#5:**

*Maintain an effective Business Outreach Program for regional, small businesses and veterans to ensure broad participation and competitive costs.*

**Action(s):**

1. Monitor and report on subcontractor payments to small and Disabled Veteran Business spend utilizing the Contract Compliance Accountability Program (CCAP).
2. Conduct Vendor Development Program throughout the region to cultivate a qualified and competent pool of bidders.
3. Promote best business practices to include sustainability business development strategies and achieve goals in Long Term Conservation Plan (LTCP).
4. Collaborate and partner with member agencies to educate business constituents in support of Metropolitan's mission.
5. Develop Benchmarking study to measure the effectiveness and efficiency of the Business Outreach program.
6. Develop a uniformed on-line Small Business Certification System with public agency partners to increase access for regional and small businesses.
7. Develop effective working relationships through implementing an Internal Business Outreach Awareness Campaign.

**Objective#6:**

*Develop and implement a comprehensive Grant Funding and Management Program.*

**Action(s)**

1. Identify and propose grant funding opportunities to augment capital and operating budgets.
2. Develop internal policies to manage grants in compliance with audit recommendations.
3. Implement tools for tracking/monitoring key grant management elements such as in-kind contributions as participating agencies.
4. Develop success metrics for grant management compliance and awarded funding.



**Objective#7:**

*Continue Business Technology's organizational and employee development.*

**Action(s):**

1. Conduct regular leadership forums for Business Technology Group's (BTG) managers to ensure cohesive strategy execution of the entire BTG management team.
2. Complete critical jobs assessment and succession planning to ensure appropriate skill sets are in place, knowledge is retained, leadership is developed and integrated, and recruiting/hiring is specifically targeted.
3. Initiate an IT internship program that provides collegiate students hands-on work experience while giving Metropolitan access to skill sets familiar with emerging technology.