

City of Maricopa

Information Technology Evaluation And Strategic Technology Plan April 2013

Agenda

- ⦿ Project Definition
- ⦿ Project Approach
- ⦿ Key SWOT Analysis Results
- ⦿ Key Recommendations
- ⦿ Key Benefits
- ⦿ Proposed Time Table
- ⦿ Questions & Answers

Project Definition

- ◎ Perform an analysis of IT operations, major applications, infrastructure, and IT maintenance, and IT support.
- ◎ Identify IT strengths, weaknesses, opportunities and threats.

Project Definition

- ◎ Provide recommendations related to:
 - › IT organizational structure (including maintenance and support systems);
 - › IT staffing complement;
 - › software and infrastructure;
 - › IT project management capabilities; and
 - › Necessary new or upgrades to IT assets.
- ◎ Develop a plan with recommended initiatives time phased on planning horizons of 1 to 5 years.

Assessment Methodology

- ◎ Our collection, discovery, review and assessment procedures were designed to analyze and evaluate the four key generally accepted IT dimensions:
 - › IT Governance
 - › IT Service Delivery
 - › Applications
 - › Infrastructure
- ◎ The analysis served as the foundation for the recommendations, timetable and milestones presented in our report.

Assessment Methodology

IT Governance

A subset of the overall Organization's Governance – IT Governance is focused on information systems (infrastructure, systems and applications), IT organizational performance and organizational IT risk management.

IT Service Delivery

IT procedures and processes for the support of the Organization's infrastructure, systems and applications.

Applications

The software used to effectively and efficiently support the Organization's business operations and functions.

Infrastructure

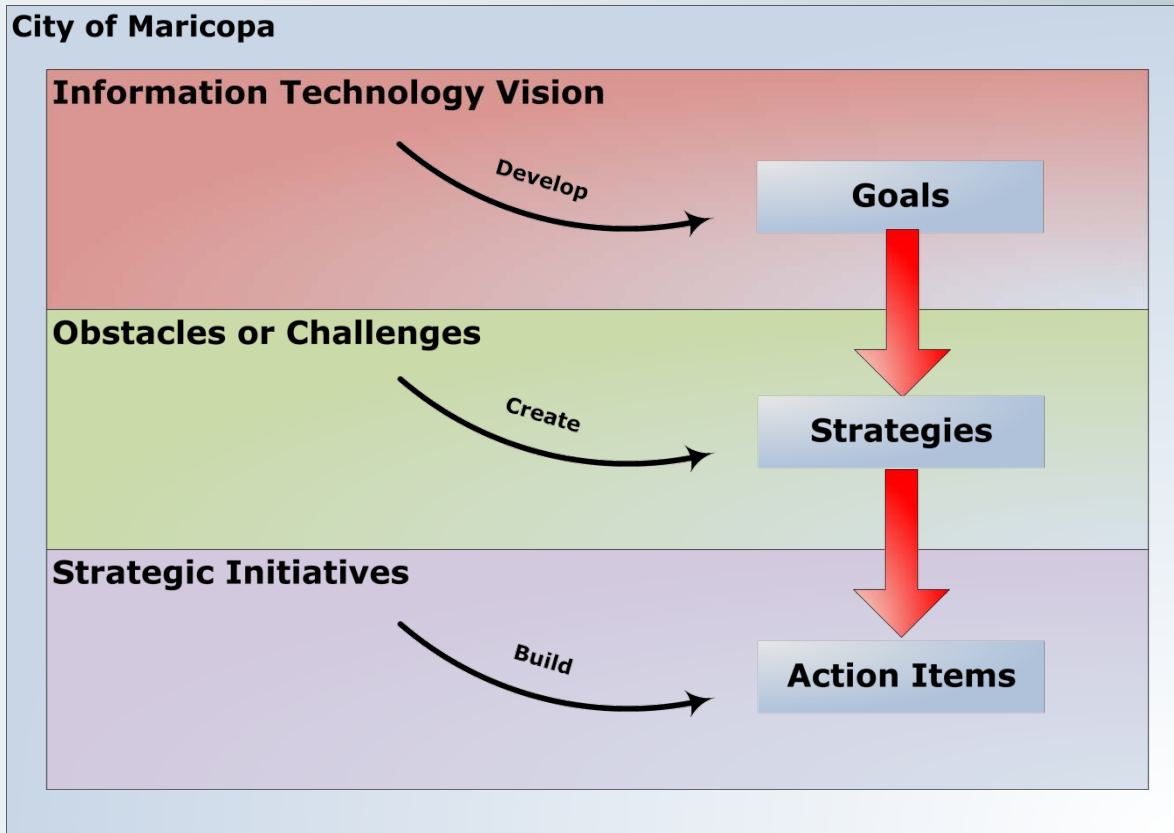
The server operating systems, databases, hardware, and networks deployed to support the applications.

The diagram presents how the four key generally accepted IT dimensions fit together.

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Project Approach



- Built strategies that capitalize on current strengths, highlight critical needs, and identify key future opportunities.
- Assured that the City's mission, value to the stakeholder's, both external and internal factors, and the City's business unit requirements are all considered.
- Assured that the City's investment in information technology enables the efficiency and cost effectiveness of its business processes.

S.W.O.T Analysis

	Helpful	Harmful
Internal Factors	Strengths	Weaknesses
External Factors	Opportunities	Threats

- Leverage Strengths
- Overcome Weaknesses
- Capitalize on Opportunities
- Mitigate Risks

We made use of the understanding that the challenges to the IT department vision could be discovered through a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

The SWOT analysis identified the challenges through the discovery of the strengths, weaknesses, opportunities, and threats both helpful and harmful to the success of the IT strategic plan.

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Key Strengths

- ◉ Creativity where necessary de facto support personnel are chosen by the users.
- ◉ An initiative exists to make better use of technology for efficiency and effectiveness in performance of job duties.
- ◉ Executive management is focused on planning for future technology use.
- ◉ Public safety will use inter-local resources for IT services when and where necessary.
- ◉ The City has already taken the step of moving to a virtualized server environment.

Key Weaknesses

- ⦿ The IT Division is structured for an infrastructure design and maintenance focus rather than a user support focus.
- ⦿ The IT Division is support reactive and not setup for a service delivery strategy.
- ⦿ Primary administrative application (Munis) users were never trained adequately.
- ⦿ Public safety information technology software support is minimal.

Key Weaknesses

- ⦿ A gap exists between Global Water (the City's GIS support) and the City's GIS needs.
- ⦿ The City's primary administrative and public safety systems modules are not being used to their full capacity.

Key Opportunities

- ⦿ Current IT Division vacancies allow for an IT organizational restructuring.
- ⦿ A potential exists for inter-local IT support sharing for the City's primary applications.
- ⦿ Enhance training for primary administrative (Munis) and public safety (Spillman) applications.
- ⦿ Engage Tyler Technologies (the Munis vendor) for an application "Health Check".

Key Opportunities

- ⦿ Investigate the use of cloud hosting services for various City applications.
- ⦿ Expand the use of primary administrative and public safety system modules.
- ⦿ Perform an archiving exercise to maximize the efficiency of the primary public safety system.

Key Threats

- ⦿ The reactive support cycle stifles the ability for visioning related to leverage technology for efficient and effective city operations.
- ⦿ Administrative and Public safety systems may be at risk due to:
 - › Lack of ability to provide an IT vision for the future,
 - › A path to effectively communicate IT needs to decision makers, and
 - › IT staff is not required to maintain continuing professional education (CPE).
- ⦿ Components of Munis were not configured correctly to meet the City's needs.

Key Threats

- ⦿ Law enforcement has lack of direct IT support.
- ⦿ Current network back-haul will not support the needs of a future Police dispatch.
- ⦿ GIS systems and AVL systems are not maintained or enabled to support the public safety need.
- ⦿ Fire Department has had to eliminate needed applications due to lack of direct IT support.
- ⦿ Data redundancy within the City's IT does not exist.

Key Recommendations

- ◎ Elevate the IT Division to full IT Department status. The elevation should result in the addition of:
 - › An IT Director,
 - › An administrative application support specialist,
 - › A public safety application support specialist,
 - › A GIS specialist to support GIS needs, and
 - › A help desk support specialist.
- ◎ Newly recruited IT Director will report directly to the Assistant City Manager.

Key Recommendations

- ◎ Move to strategic outsourcing vendors (or inter-local agreements) for network and server implementation, maintenance, and support tasks.
- ◎ Strategic outsourcing will be used to support the backend infrastructure including the City's network and servers when and where needed.
- ◎ Strategic outsourcing will be used to supply backend network and server implementation project related tasks when needed.

Key Recommendations

Back-end infrastructure design and management focused.

B

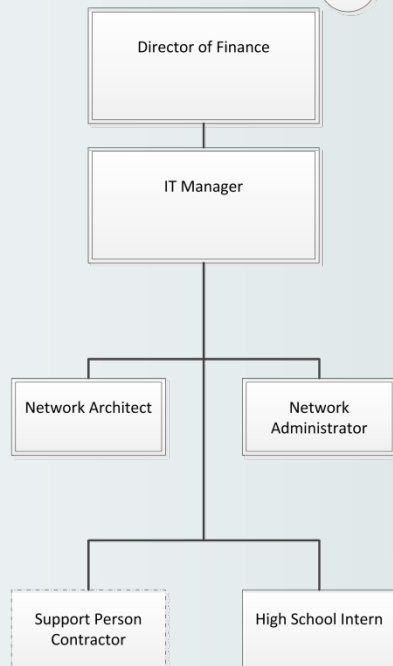
Structure of the division should result in a visionary focus with executive level governance framework that can articulate the needs of the City and how the IT function can fulfill them.

Support, service delivery and vision focused.

Elevation
To Department
Status

As-is IT Division

A

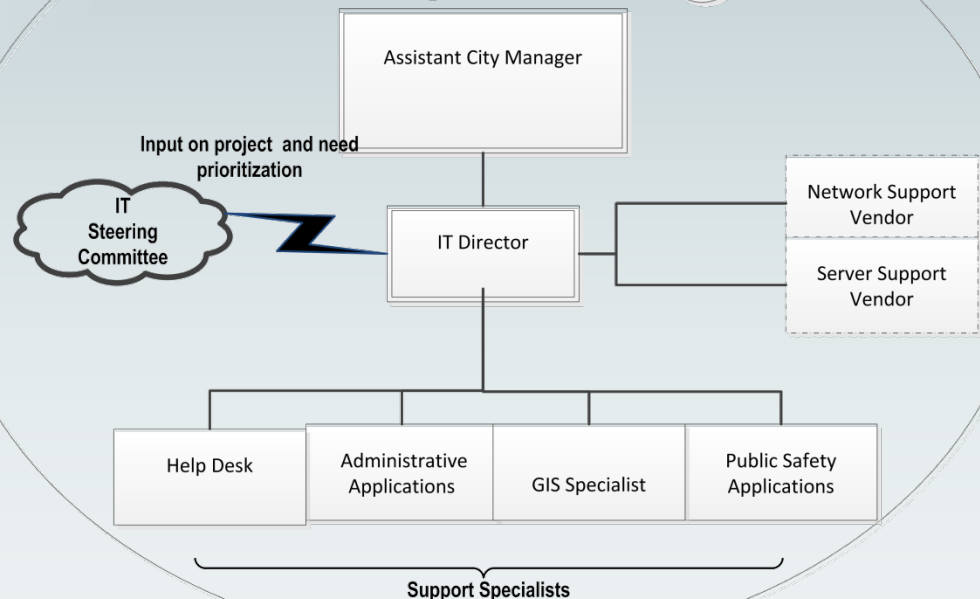


A

Currently project focused and network support focused. Communication should be at the executive level.

Should-be IT Department

B



Key Benefits

- ◎ The overall goal of elevating the IT Division to Department status is to better support the uses IT needs of the City. This will ultimately:
 - › Improve City staff efficiency and productivity.
 - › Improve the use of City assets (both application software and infrastructure).
 - › Improve IT user support across the entire organization.

Key Benefits

- › Enhanced management reporting.
- › Improved use of City assets (both application software and infrastructure).
- › A clear IT vision, direction, coordination across the City's operating departments,
- › Leveraging of technology to solve its operating challenges now and into the future.

Prioritization of Recommendations

- ◎ To assign priorities to the recommendations a common risk model was utilized to rate the recommendations.

Weakness X Exposure = Resulting Risk

Resulting Risk + Weight Factor = Priority

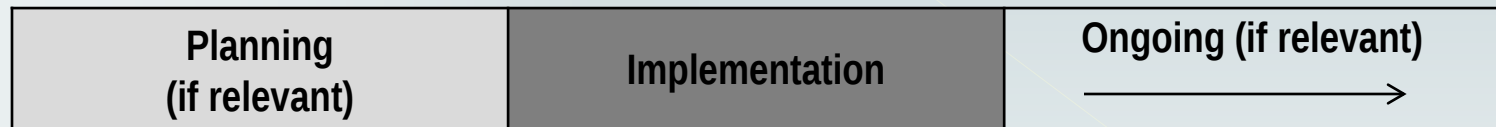
Prioritization of Recommendations

- Priority scoring resulting in the following:

Total Score	Priority
≤ 10	Low
11 – 20	Medium
≥ 21	High

Phasing

- ⦿ Timing is important as some items are considered dependent on others and should not be implemented until prior work has been completed.
- ⦿ Three phases:



Proposed Time Table

Rank	IT Dimension	Recommended Remediation / Actions	Priority	Year				
				1	2	3	4	5 (and beyond if relevant)
1	AP04	Retrain staff on the available Munis components.	High					
2	AP05	Retrain public safety staff on the use of Spillman components.	High					
3	GO01	Restructure the IT Division to include an IT Director.	High	→				
4	GO02	New IT Director selected.	High					
5	SD01	Enhance the public safety information technology support.	High		→			
6	SD02	Installation of standard POTS lines at each of the City's Fire Stations.	High					
7	SD03	Reevaluate the connectivity between community services and City systems.	High		→			
8	SD04	Develop a strategy for the outsourcing of specific tasks and mechanisms.	High	→				→
9	AP06	SAN duplication.	High					
10	GO03	Invest in a Microsoft Enterprise (Volume License) agreement.	High		→			
11	GO04	Implement an "IT Steering Committee".	High	→				→
12	GO07	All IT staff members continuing technical training hours per year.	High	→				→
13	SD05	GIS support migrated to internal part-time.	High			→		

High Priority Items

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Proposed Time Table

Rank	IT Dimension	Recommended Remediation / Actions	Priority	Year				
				1	2	3	4	5 (and beyond if relevant)
14	AP07	Assess the current configuration of the Munis (perform a health check).	Medium					
15	AP08	Assess the current configuration of Spillman (perform a health check).	Medium					
16	IN04	Network traffic shaper implementation.	Medium		—			→
17	SD06	Enhance the existing communication vehicles for elected officials.	Medium					
18	IN03	Enhance RightFax utilization.	Medium		—			→
19	AP09	Enhance the use of TrackIT!	Medium		—			→
20	AP11	Deploy mobile device management software.	Medium			—		→
21	AP03	Newly recruited support staff for Munis and Spillman attend vendor training.	Medium		—			→
22	IN02	Implement a refresh cycle the next two to three years.	Medium		—			→
23	GO06	Implement a data archiving exercise.	Medium			—		→
24	IN01	Contract with a provider to run a high-speed fiber-optic backbone for the City's WAN.	Medium		—			→
25	IN05	Broadband enabled iPads for City Council members.	Medium					
26	GO05	Identify application and data owners.	Medium					
27	GO09	Each department should perform a Business Impact Analysis (BIA).	Medium					
28	GO10	Implement a requirement for Business Case development.	Medium	—				→
29	SD07	Develop a mobile computing strategy.	Medium					

Medium Priority Items

Proposed Time Table

Rank	IT Dimension	Recommended Remediation / Actions	Priority	Year				
				1	2	3	4	5 (and beyond if relevant)
30	AP02	Development of standards and procedures for software baselines.	Low					
31	GO08	Develop an enhanced internal intranet site, using SharePoint.	Low					
32	AP01	Enhance the helpdesk solution use of the applications knowledge base.	Low					
33	AP10	Explore the implementation of a 3-1-1 -non-emergency public information line.	Low					

Low Priority Items

City of Maricopa

Questions?