

CITY OF MARICOPA

INFORMATION TECHNOLOGY EVALUATION & STRATEGIC TECHNOLOGY PLAN

APRIL 1, 2013

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SECTION ONE

Executive Summary

1.0 EXECUTIVE SUMMARY

1.1 Introduction

Ms. Brenda S. Fischer, ICMA-CM,
City Manager
45145 W. Madison Avenue
P.O. Box 610
Maricopa, AZ 85139

Dear Ms. Fischer:

LBL Technology Partners (LBL) is pleased to present the Information Technology Evaluation and Strategic Technology Plan for the City of Maricopa (City). This report documents the analysis, findings, and recommendations from our work conducted during the month of April 2013.

We would like to take this opportunity to thank you, and the other City staff involved in this project. Your collective interest, participation, feedback, and effort helped drive the creation of this plan. Staff members who participated in the City-wide IT user survey, IT Division representatives, and other City management, and staff members who actively worked with LBL Technology Partners provided the critical input necessary to develop the key recommendations put forward in this report.

During the performance of our procedures, we communicated preliminary information and recommendations to various City management and staff. As a result of our communications, some of the recommendations may have been, or are in the process of being implemented. In addition, information systems and their related configurations are fluid and can change very quickly. Therefore, our report does not include any information regarding configuration, hardware, or operational changes that have occurred subsequent to our fieldwork.

This report, including the description of our methodology, is intended solely for the information and use of the executive management of the City and the City Council; all of whom are assumed to have a sufficient understanding of the City operations to consider it, along with other information including that related to the administrative operations and future plans of the City. This report is not intended to and should not be used by anyone other than these specified parties. If report recipients are not the executive management of the City or the City Council (herein referred to as a "non-specified user") and have obtained this report, or have access to it, use of this report is the non-specified user's sole responsibility and at the non-specified user's sole and exclusive risk. Non-specified users may not rely on this report and do not acquire any rights against LBL Technology Partners as a result of such access. Further, LBL Technology Partners does not assume any duties or obligations to any non-specified user who obtains this report and/or has access to it.

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1.2 Methodology

In April 2013, the City of Maricopa (the City) engaged LBL Technology Partners (LBL) to prepare a City-wide Information Technology Evaluation and Strategic Technology Plan. LBL conducted this exercise in partnership with representatives from all the City departments. This group provided critical guidance to our team throughout the project.

LBL supported the effort through an anonymous adaptive online survey (see Exhibit J – Survey Overview, and Exhibit K – Survey Comment Question Summary), individual interviews, and group interviews (with internal IT clients and external vendors). Our team also gathered and analyzed documentation related to Information Technology (IT) equipment, software, equipment configurations, governance, policies, procedures, projects, and City-wide planning initiatives. LBL analyzed quantitative data related to City-wide IT spending and support, and examined the City's current network architecture and application portfolio. In addition, LBL conducted the following detailed tasks:

- Performed an analysis to review and assess the capabilities and performance of the
 - current IT staff, including the identification of roles, responsibilities, and skill sets;
 - major software applications in use;
 - hardware and other technology in use; and
 - City's technology maintenance and support system.
- Identified strengths and weaknesses in the above components.
- Evaluated and determined appropriate recommendations for changes to the
 - current IT organizational structure;
 - current IT staffing complement;
 - software employed;
 - technology utilized; and
 - the City's IT maintenance and support system, in relation to its capabilities of providing an efficient, effective, and productive business environment.
- Evaluated and determined appropriate recommendations for the City's internal IT project management capabilities for the implementation and training of, and on, new or upgraded IT assets.
- Developed a plan and strategy to implement the recommended improvements and to transition from the current state to the recommended state.

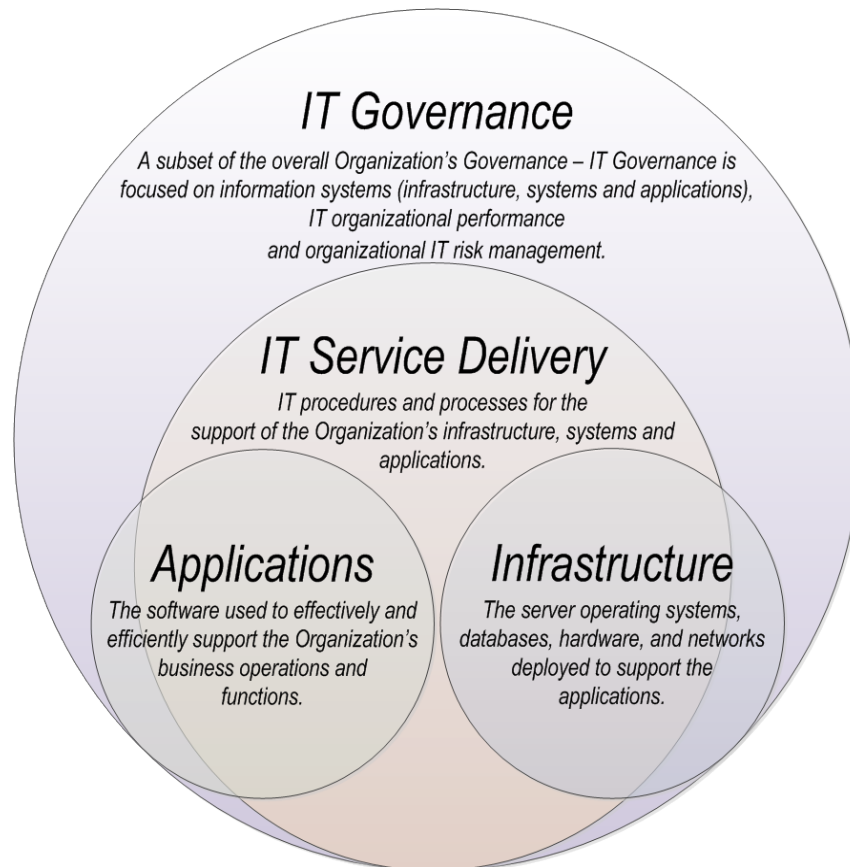
Our assessment established the City's baseline information technology position (as is) along the four key generally accepted IT dimensions (together referred to as the IT Universe). LBL utilized this assessment to determine the difference between the City's baseline IT Universe, and the potential for the future. The assessment was utilized to determine the gap between the City's current IT Universe and its current IT Universal needs now and into the foreseeable future. Where the gap is large, opportunities for improvement exist.

Our collection, discovery, review, and assessment resulted in the analysis which serves as the foundation for the recommendations presented in this report.

LBL's approach examined the four key generally accepted IT dimensions of the IT organization:

- **IT Governance** – the subset of the organizational governance discipline focused on IT investment decisions, IT performance, and IT risk management. In addition, the discipline of IT governance assures that the IT decision-making process considers the City's mission and the best interests of the stakeholders are being served.
- **IT Service Delivery** – the IT organizational structure, staffing, policies, and implemented work instructions ensuring IT services are aligned with the City's needs by actively supporting them. The IT service delivery (and management) dimension is critical to underpin the City's business processes. In addition, the role of IT service delivery has become increasingly important in acting as an agent for change by facilitating business transformation through analysis, research, implementation, and educating the stakeholders along with the end users.
- **Infrastructure** – the fundamental structure of the systems comprising the networks (server operating systems, desktop computers and operating systems, communications protocols, and databases) and hardware (server equipment, switches, routers, firewalls, and other hardware components). All of the network and hardware components are deployed to support the applications.
- **Applications** – all of the major programs used to support the City's business functions.

The diagram presents the four major components making up the IT Universe and were all considered during the IT strategic planning process.



The four key generally accepted IT dimensions were used as a common thread through the project's two phases:

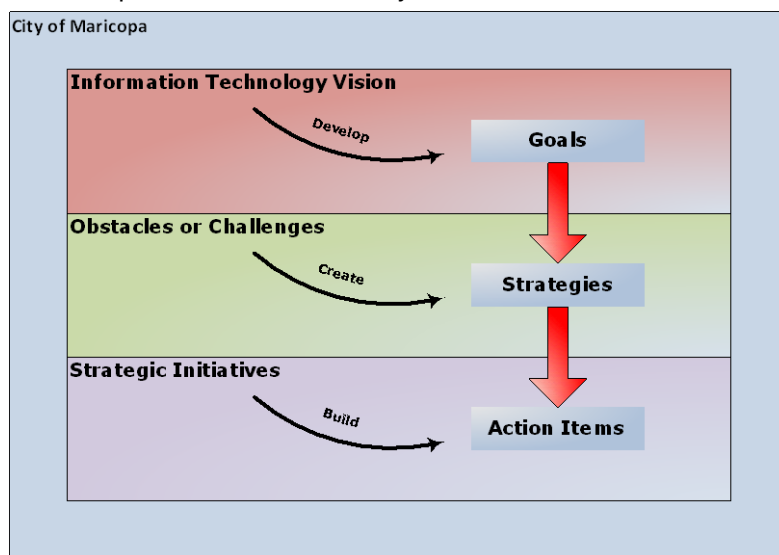
- Assessment phase – an evaluation of the City's current IT position across the four key generally accepted IT dimensions described above.
- Recommendations phase – the development of the course of action addressing the major issues at the City.

Overall, this report is meant to provide the City with a set of strategies that build upon current strengths, highlight critical needs, and identify key opportunities for the future.

Our methodology was meant to assure that the City's mission, value to the stakeholder's, both external and internal factors, and the business unit requirements within the City were all considered. In addition, our methodology was also meant to assure that the City's investment in information technology enables the efficiency and cost effectiveness of its business processes.

The resulting plan that follows enables a vision of City's future IT environment, and the establishment of long range goals for achieving the resulting IT vision. The plan considers the challenges to the vision by including the project initiatives necessary to overcome those challenges. Each project initiative is divided into goals, strategies, and action items.

Our methodology also included the performance of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis related to the City's IT Division. The SWOT analysis should be viewed as a framework for generating strategic alternatives from the current situation. Because the SWOT analysis concentrates on the issues with the potential for the most impact, the SWOT analysis is considered an effective tool in addressing a complex strategic situation such as that of an organization's IT strategic plan. The discovered strengths, weaknesses, opportunities, and threats were used to define the internal and external attributes that are helpful and harmful to the success of the IT strategic plan. This process assisted in the development of the initiatives necessary to overcome the challenges created by the external threats and the internal weaknesses.



	Helpful	Harmful
Internal Factors	Strengths	Weaknesses
External Factors	Opportunities	Threats

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

The SWOT analysis allows for the initiatives to capitalize on the external opportunities and internal strengths.

1.3 Strengths and Opportunities

Strengths and opportunities are those items considered helpful in assisting the IT Division in achieving its goals and objectives; thereby, supporting the City and its stakeholders in achieving their goals and objectives.

1.3.1 Strengths

Strengths are those items the IT Division does well. The strengths identified will assist the IT Division in their effort to implement the strategic plan and make it a success. The strengths identified demonstrate the areas of responsibility where the IT Division excels including: service, quality, and excellence. The strengths will always stem from internal factors including but not limited to:

- Division culture,
- Division structure,
- key staff,
- access and availability of necessary technology and other resources,
- staff member positions on the experience curve,
- operational efficiency,
- operational capacity, and
- financial resources.

The City's strengths related to information technology were identified to include:

- Staff within the City's organizational components, where necessary, will develop de facto support personnel to assist where and when needed.
- City staff is driven to make use of technology to become more efficient and effective in performing their job duties.
- The City's executive management is focused on planning for the future related to the City's needs for technology infrastructure, applications, support, and governance.
- The City's Police and Fire Departments are willing to make use of other municipalities (and agencies) for services when and where necessary.
- The City has already taken the step of moving to a virtualized server environment; thereby, providing a foundation for a reduced data center footprint, the ability to speed server provisioning, the potential for reducing hardware cost, increased uptime/improved disaster recovery, the potential for server redundancy, the ability to isolate applications, a potential for future quality assurance/lab environments and readying the City to move some of its applications to the cloud.

1.3.2 Opportunities

Opportunities are those areas identified where the City's IT Division strengths and City IT resources are not being fully utilized. Opportunities typically include emerging trends, technologies, and practices that possess the potential of enhancing effectiveness, efficiency, and productivity within the City's business operations. Opportunities, unlike strengths, always stem from external factors including but not limited to:

- technology trends,
- available suppliers,
- potential outsource partners,
- economic changes and environment, and
- new technology available.

The opportunities available to the City's IT Division that were identified include:

- The current vacancies in the IT Division allow for an IT organizational restructuring to that of an internal support focus where strategic outsourcing is utilized for backend server and network maintenance, support, planning, and implementation (where/when necessary).
- The City is using common municipal applications for its administrative and public safety systems (Munis and Spillman respectively). The potential exists for sharing the City's needs for application support specialists with other municipal and County government organizations within the region.
- Leveraging the capability of the City's helpdesk tool by utilizing the available support knowledge base and the available metrics would allow for the implementation of support goals and measurement of subsequent results.
- Enhancing the use of the existing technology vehicles for two-way communication between Council Members and their constituents related to relevant topics impacting the City, giving an opportunity for constituents to have direct access to the Council Members, and in turn allow Council Members to poll constituents on relevant City hot topics.
- Providing enhanced query and report training for the City's Munis users; thereby, allowing the user community to develop queries and reports.
- Engaging Tyler Technologies (the Munis vendor) for a "Health Check" to evaluate the Munis configuration and setup would result in a possible product "Re-implementation" where necessary and needed.
- Investigating the use of cloud hosting services for various City applications (including, but not limited to, email, storage, the City's ERP system – Munis, and design software such as Adobe InDesign).
- Enhancing the use of RightFax; thereby, allowing private fax numbers for each user through the use of desktop faxing.
- Upgrading the existing connectivity to non-City Hall locations from the single existing T-1 line topology to fiber optic connectivity with Microwave backhaul for redundancy and fail-over; thereby, increasing bandwidth (speed) and supporting critical data communications.
- Expand the use of existing Munis modules already licensed by the City; including, but not limited to: Contract management module, Employee self-service module, Human Resources for applicant tracking, benefits enrollment, grievance, workers compensation, personnel action forms, training, merit increases, and performance evaluation forms.

- Assess and if needed, expand the use of the existing licensed Spillman policing system by revisiting the implementation to assure that the maximum capability is realized from the City's investment; including, but not limited to additional training for Spillman users.
- Perform an archiving exercise to maximize the efficiency of the City's Spillman software; whereby, old records are archived to eliminate unneeded information.
- Invest in a fire specific application related to scheduling and time keeping (i.e. TeleStaff) to eliminate the use of user developed Excel spreadsheets (not possessing self-audit capabilities).
- Implement a 3-1-1 line for non-emergency requests where constituents can place issues and concerns, and addressed by the appropriate City department as they come in.

1.4 Weaknesses and Threats

Weaknesses and threats are those items that are considered harmful and threaten the IT Division in achieving its goals and objectives; thereby, obstructing the City and its stakeholders from achieving their goals and objectives.

1.4.1 Weaknesses

Weaknesses are those items that the IT Division appears to struggle with. These are the items that the user departments typically criticize. The weaknesses also include the user departments' unmet needs.

The weaknesses of City's current information systems and support for them were identified to include:

- The City's IT Division is currently structured for network and server implementation and maintenance rather than application and user support.
- The City's IT Division, by virtue of the structure described above, is operating in a reactive mode and not working from the paradigm of service design, service implementation, and service improvement. In addition, it is not anticipating the IT needs of the City for future growth.
- IT staff is not required or provided necessary resources to maintain continuing professional education; thereby, allowing their skill sets and IT knowledge to become stale. Based on our interviews, staff does not appear to have a desire to continue CPE.
- The City's Munis users were never trained adequately; including, but not limited to, the use of report writing tools, query capabilities, and Fire Department purchasing related to the ordering of EMS supplies (a cumbersome activity without workflow template training).
- Community services has been largely left out of the advancement in technology to support its needs; including, but not limited to: administrative Library systems' integration with the City, Library's difficulty connecting to the City's Munis, Outlook (calendar and email); and Pacana Park office locations are not connected to the City's network other than through cellular connectivity. There have been challenges getting a machine to work on both networks (County and the City), therefore there should be two different machines connected, and have a fiber connection.
- Public safety information technology software support is minimal and/or non-existent.
- The IT Division is not structured to proactively address strategic issues through vision and/or any creativity toward developing solutions to solve business issues using technology or solving IT issues for future growth.
- There is a communication gap between Global Water (the contractor maintaining the City's GIS shape files) and the City, related to the City's GIS needs.

- Through discussions with staff, it was reported the City currently has problematic VPN connectivity, and therefore, should explore alternate VPN options that would be less cumbersome for employees that use it.
- The City does not have versioning control for Microsoft products installed on the City desktops and PCs.
- The current IT governance framework is not effectively functioning by which IT is managed and IT decisions are assessed, and approved, or denied.
- City staff and management are in need of a resource for ready information related to the City's systems and other administrative communications.
- Due to the present structure, IT is not providing the information necessary, and therefore communication channels do not exist and compromise operations when the information and resources are not available.
- The City's IT helpdesk ticketing system reports metrics to the IT Division, however, these metrics are not being utilized to measure movement toward the IT Division's support goals.
- The City maintains a large number of both the Munis and Spillman modules under license, however, all of the City's licensed Munis and Spillman modules are not being used to their full capacity.

1.4.2 Threats

Threats are the information systems issues that may negatively impact the City's operations by generating inefficiencies and thus negatively impacting production.

The threats to City's current information systems that were identified include:

- Due to the current structure and resource levels, the IT Division, is trapped in a cycle of a continuous reactive posture; thereby, lacking the ability to provide a vision to leverage technology while reducing costs and making the City's operations more efficient and effective.
- The City's systems (both administrative and critical public safety) may be at risk due to: (1) lack of ability to provide an IT vision for the future, (2) IT does not have a path to effectively communicate IT needs to purchasing decision makers and (3) the IT staff is not required nor provided the resources to maintain continuing professional education; therefore, skill sets are allowed to get stale.
- Components of Munis were not configured correctly to meet the City's needs at implementation.
- Law enforcement has lack of IT support in its critical functions; therefore they make use of a de facto self-appointed software support person.
- The City's network back-haul would not currently support the needs of a future Police dispatch.
- Due to the lack of internal GIS, the GIS systems and AVL systems (for police, fire uses regional dispatch) are not maintained or enabled to support the public safety need of the community.
- Fire has been put in a position where they have eliminated systems i.e. records management because they found it easier than requesting IT support; including, but not limited to, the ability

through the use of GIS systems to tie property owners to properties, and Fire stations do not have POTS¹ lines for critical backup.

- Data ownership and the related application and data security classification within the departments do not exist nor is it not formally documented.
- Data redundancy within the City's IT does not exist.

1.5 Conclusion

The overarching recommendation resulting from the IT assessment is that the City should remove the IT Division from the Finance Department and elevate it to department status. The elevation of IT from division to department status would result in the addition of:

- An IT Director (see Exhibit A - Sample Job Description Information Technology Director),
- An administrative application support specialist (see Exhibit B – Sample Job Description Administrative Application Support Specialist),
- A public safety application support specialist – also acting as the Spillman Application Administrator (see Exhibit C –Sample Job Description Spillman Application Administrator),
- A GIS specialist to support the City's GIS needs moving the GIS function back to the City from Global Water (see Exhibit D – Sample Job Description GIS Support Specialist), and
- A help desk support specialist for desktops, laptops, and office automation applications (see Exhibit E – Sample Job Description Help Desk Support Specialist).

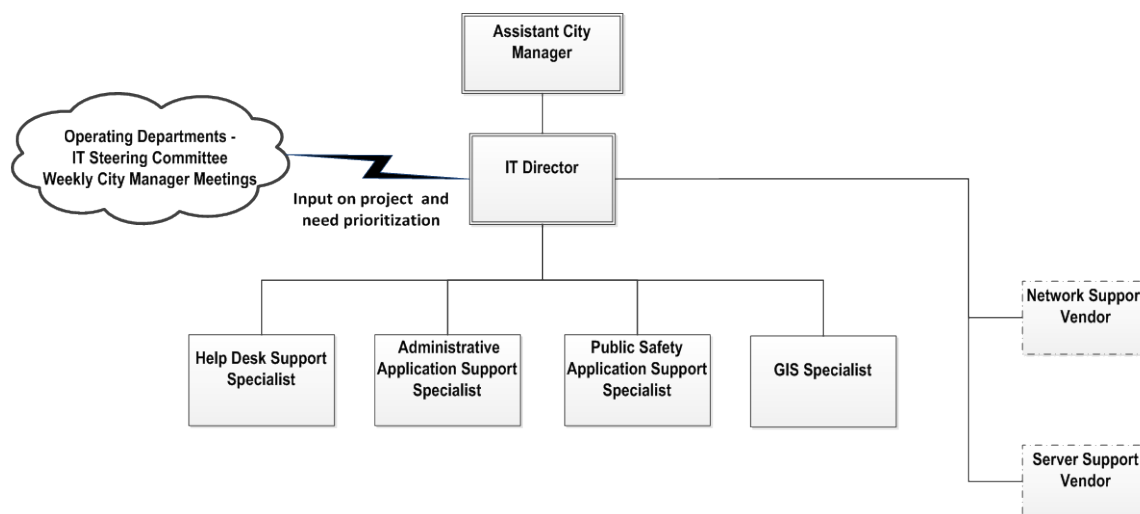
The newly recruited IT Director will report directly to the Assistant City Manager.

In addition, the elevation of IT to department status would also result in strategic outsourcing to appropriate vendors (or other governmental organization through inter-local agreements) of the City's network and server implementation, maintenance, and support tasks.

The reason for this elevation to department status is that the City's IT user needs revolve around application and operational support, rather than server and network design, implementation, and support. Additionally, there is a need to better utilize technology to support the City's current and future operations. Therefore, the IT Department will interface directly with the City's other operating departments (at the highest level) and the IT Department's staffing will mirror the needs of the City and its users.

The newly recruited IT Director will take direction related to IT priorities from an IT Steering Committee made-up of the City's operating departments. The IT Department is presented in the diagram below.

¹ Plain old telephone service (POTS) is the voice-grade telephone service or basic form of phone service connection to the telephone network. It is needed for disaster preparedness as it allows for voice communication when other avenues fail.



By implementing these recommendations, the City can expect significant benefits such as:

- improvements in City staff efficiency and productivity,
- improved use of City assets (both application software and infrastructure),
- improved IT support across the entire organization,
- improved service to the community the City serves,
- enhanced management reporting,
- a clear IT vision, direction, coordination across the City's operating departments,
- a City that leverages technology to solve its operating challenges, and
- an IT organization and infrastructure that provides a reliable, stable, and secure environment for the City to rely on for IT operational needs.

In short, by elevating the IT Division to Department status, the structure will better support the IT needs of the City. This set of recommendations ultimately belongs to City, and it will require the active involvement of City executives, management, and staff to see these initiatives to their fruition.

1.6 Findings and Recommendations

The items highlighted below represent the major findings along with the corresponding recommendations defined by the assessment. These findings and recommendations are organized along the four key generally accepted IT dimensions.

- IT Governance findings and recommendations,
- IT Service Delivery findings and recommendations,
- Infrastructure findings and recommendations, and
- Applications findings and recommendations.

1.6.1 IT Governance

IT governance is defined as the subset of the organizational governance discipline focused on IT investment decisions, IT performance, and IT risk management. In addition, the discipline of IT governance assures that the IT decision-making process considers the City's mission and the best interests of the stakeholders are being served.

Findings

1. The IT Division does not interface formally with the City's operating Departments. Under the present structure, the IT Division is shielded from direct interface or equal footing with department directors and therefore operates in a reactive role. The IT Division is currently structured for system backend infrastructure design, maintenance, and support without a true vision for IT service delivery to support the City's and its Stakeholder's vision and mission. In addition, the current IT Division structure does not support the users through a planned IT service delivery system.
2. The current IT Division structure does not provide the vision and ability to act as an agent of transformation related to leveraging technology that will enhance both the City's and public safety's operations.
3. The City does not maintain a Microsoft Enterprise Agreement (Volume License Agreement) and as a result, the versions of the Microsoft Office Suite can and do differ between the various City users. In addition, system upgrades are complicated through the need to authorize individual license acquisitions rather than moving forward and authorizing a "true-up" every three years.
4. The current IT governance framework is not effectively functioning by which IT is managed and IT decisions are assessed, and approved, or denied.
5. Data ownership and the related application and data security classifications within the departments does not exist, nor is it formally documented based on interviews. In addition, code tables for Spillman (the City's integrated public safety software) have not been kept current or normalized.
6. The City's major applications (both administrative and critical public safety) may be at risk due to the: (a) inability to provide an IT vision for the future, (b) inability to effectively communicate IT needs to purchasing decision makers, and (c) IT staff's inability to remain current with technology knowledge and trends due to a lack of continuing professional education requirement.
7. The City team is in need of a resource for ready information related to the City's systems and other administrative communications.
8. Due to the present structure, IT is not providing the information necessary, and therefore communication channels do not exist and compromise operations when the information and resources are not available.
9. Formal business cases² are not developed and analyzed to allow the City to make informed decisions related to information technology investments/projects.

Recommendations

1. Promote the IT Division from under the Finance Department to full IT Department status and recruit an IT Director who will report directly to the Assistant City Manager. The individual recruited to fill the IT Director position must have the capability of implementing an IT vision that supports the City's and its Stakeholder's overall vision and mission (additional discussion is included under recommendation number 2 below). The resulting IT Department will operate under a support centric model. Recommended changes for conversion to this support centric model include the replacement of the existing Network Architect and Network Administrator positions, with an Application Support Specialist for administrative applications, and an Application Support Specialist

² A business case is part of a project's mandate, produced before a project is initiated. Although it may be crafted by many people, the business case is owned by the executive sponsor. The business case addresses, at a high level, the business need that the project seeks to meet. It includes the reasons for the project, the expected business.

for public safety systems, and a Help Desk Support Specialist for desktop and laptop support along with the support of the office automation applications (i.e. Microsoft Office, Adobe and others). The data communications infrastructure maintenance/management responsibilities and server maintenance/management responsibilities will be managed by strategic outsourced vendors/partners.

2. The IT Director recruited (as discussed in recommendation number 1 above) must possess the skills necessary to provide the vision and creativity to develop solutions to resolve the City's business issues through the use of technology. In addition, the IT Director must also inspire change, stimulating both management and staff to embrace new technology, develop key relationships both within the City and with strategic partners, act as a technology relationship manager and trusted advisor, effectively communicate and motivate technology actions, and manage complex and challenging change efforts.
3. The City should invest in a Microsoft Enterprise (Volume License) agreement to ensure that office automation and other Microsoft systems (including backend server systems) are kept current and up-to-date, and the City maintains the flexibility to augment and update systems when and where needed.
4. Previous attempts were not structured to be effective, therefore re-implement an "IT Steering Committee" as part of the weekly City Management team meetings. Once per month, the IT group would report to the City's functioning business units during the meetings. The functioning business units will then have the opportunity to make recommendations for IT improvements. In addition, through these meetings, the City's functioning business units will be able to provide input related to the prioritization of their IT needs.
5. The City should identify application and data owners; once identified, the City should develop and implement a policy and set of procedures for applying security classifications to their applications and data.
6. Implement a data archiving exercise to assure that databases only contain active, needed, and required data. Archive old records that are no longer needed within the Spillman Police system to maximize the efficiency of the City's Spillman software. This exercise should be performed prior to the migration from the City's current version of the Spillman software to its new version. The reduction in data size (a data clean-up) will simplify and speed the migration effort.
7. We recommend the City recruit an IT Director:
 - (a) Capable of providing an IT vision of an automated environment capable of solving the current and future operational needs of the City's administrative and public safety processes.
 - (b) With the ability to effectively analyze and communicate the City's IT needs to the purchasing decision makers; thereby, prompting them to take action and allowing the City to automate the necessary environments to solve its current and future operational needs.
 - (c) With the vision and capability of requiring IT staff to maintain competency via a requirement for a minimum number of approved continuing technical training hours per year. The IT Directory should review the current training programs and determine which aspects of a training program will provide the IT staff with the best value to better support the City.
 - (d) With the ability to provide resources for continuous training requirements from IT staff thereby safeguarding the City's information systems and information assets to be better protected due to an informed user base.

8. The City should develop an internal intranet site using SharePoint to communicate and serve as a central repository for: knowledge bases, common forms, and other information. It is recommended that this function be managed and housed within the Marketing & Communications Division of the City.
9. Each department should perform a Business Impact Analysis³ (BIA) to identify each department's critical information and critical IT resources. In addition, each department should identify alternate or manual operating procedures to be performed for an interim period in the event the identified critical information or IT resources are unavailable.
10. The City's IT Steering Committee should implement a requirement for Business Case development prior to expending any resources on IT related projects.

1.6.2 IT Service Delivery

IT service delivery is the IT Division's organizational structure, staffing, policies, and implemented work instructions ensuring IT services are aligned with the City's needs by actively supporting them. The IT service delivery (and management) dimension is critical to underpin an organization's business processes. In addition, the role of IT service delivery has become increasingly important in acting as an agent for change by facilitating business transformation through analysis, research, implementation, and educating the stakeholders along with the end users.

Findings

1. Public safety information technology software support delivered from the City's IT Division to the public safety departments is minimal and/or non-existent.
2. The Fire Department has discontinued some systems due to a lack of support from the City's IT Division (i.e. records management). When system use was discontinued, due to the elimination of the staff position and in-house GIS staff, the Fire Department observed that using self-developed spreadsheets was easier than requesting IT support. The Fire Department lost significant functionality when the systems were discontinued; including, but not limited to, the ability to tie property owners to properties. In addition, fire stations do not have POTS lines for critical dial-up backup and community emergency management.
3. Parks, library, and other community services have been largely left out of the advancement in technology to support their needs; including, but not limited to: administrative Library systems' integration with the City, Library's difficulty connecting to the City's Munis, Outlook (calendar and email); and, parks not connected to the City's network other than through the cellular network.
4. The City's current IT Division is staffed for network and server design, implementation, configuration, and support rather than application and user support.
5. Due to the lack of internal GIS, the GIS systems and AVL systems (for police, fire uses regional dispatch) are not maintained or enabled to support the public safety need of the community.
6. There is a perception by some elected officials that direct communication lines between elected officials and constituents could benefit from enhancements and be improved upon with further training.

³ A Business Impact Analysis or BIA identifies the organization's exposure to internal and external threats. Once identified, the threats are analyzed to determine effective alternative plans, components for prevention and vehicles for recovery, all while maintaining system integrity.

Recommendations

1. Enhance the public safety information technology support through the addition of a public safety support specialist via an overall IT Division to IT Department reorganization effort.
2. In addition to a public safety support specialist, contract with the local telephone service provider for the installation of standard POTS lines at each of the City's Fire Stations.
3. The City should re-evaluate the connectivity between public safety and City systems, ensuring necessary bandwidth and redundancy. This should include the implementation of a fiber optic network between the City's core data center at City Hall and each outside the City facility (increase in bandwidth). For redundancy, a microwave backhaul should be investigated due to the specific terrain available in the City.
4. The City should develop a strategy for the outsourcing of specific IT tasks, as an example: strategically outsourcing network design and maintenance; server implementation and maintenance; as well as, support and maintenance for non-Windows based computers i.e. - Apple, Linux, and others. Moreover, the City should explore the possibility of interlocal agreements for the support services related to the City's critical applications such as Spillman, and MUNIS. Further, the City ultimately needs network and server design, implementation, configuration, and support on the front-end of IT projects. The City is of the size where these projects are less frequent than the need for user application support.
5. Communications between Global Water (the contractor maintaining the City's GIS shape files) and the City's IT Division should be reassessed to ensure GIS systems and AVL systems are maintained or enabled to support the public safety needs of the community. This reassessment should include the placement of a Global Water staff member with the City for periods of time i.e. 1 day per week. This will assure the City's GIS systems are updated and Global Water receives the appropriate information from the County's GIS systems it needs to maintain the City's systems.
6. We recommend that the City work to enhance the existing communication vehicles and provide additional training to the elected officials to enhance this communication medium.

1.6.3 Applications

Applications are all the software programs used to support the City's business functions.

Findings

1. The helpdesk ticketing system does not match the user's expectations, and little or no training has been provided on the functionality necessary for staff to understand the help desk ticketing process.
2. In some cases, staff performing the same function has different versions of software on their machines. This results in confusion when trying to perform job duties and/or sharing of documents.
3. Due to the present structure, IT staff are not seen as effective when supporting business software, as opposed to technical troubleshooting of computer hardware and operating system related issues.
4. The City's Munis users were never provided adequate training and the system workflows were set up improperly; including, but not limited to, the use of report writing tools, query capabilities, and Fire Department purchasing related to the ordering of EMS supplies (a cumbersome activity without workflow template training).
5. The City's Spillman users were never trained appropriately.

6. Data redundancy within the City's IT does not exist leaving critical applications at risk of limited availability if the network is down.
7. The City has Munis modules already licensed; however, all Munis modules are not being used to their full capacity.
8. The City has Spillman modules already licensed; however, all Spillman modules are not being used to their full capacity.
9. TrackIT!, the City's IT helpdesk ticketing system does not report metrics back to IT Division.
10. Non-emergency telephone number/web application, such as a 3-1-1 system, does not exist within the City.
11. The City currently allows its staff and management to use their personal devices to connect the City's network (including access to email). Should a device get lost or stolen, the City's information could be accessible and therefore made public unintentionally.

Recommendations

1. IT has taken a great step in its utilization of a formal help desk ticketing system. It is providing some basic reporting which helps to provide some insight into the activities of the IT Division. The staff indicated that they are not getting useful feedback from the system, however, and are not aware of what to expect when they put in a trouble ticket.
2. The onsite visit provided no evidence that IT maintains checklists or other means to ensure that systems are consistently provisioned. Further, because IT does not consistently communicate formally with departmental staff, issues are not always uncovered such as the potential problems when two different staff are running different versions of software. This is a significant issue as staff are trained on how to perform certain job functions, however if the software installed on their machines is different than the version used for the training, the task may not be able to be performed as expected.
3. The IT Division performs many technical troubleshooting and other IT related functions very well. Most staff feel that they get very good service for the day-to-day desktop related issues. However, when it comes to the business software, most feel that the support they get from IT is lacking. There are inconsistent expectations with respect to how to best support the line-of-business applications. It appears that this in some instances may be a communication issue between departments and IT. IT does not typically attend any specific training for these software packages.
4. The City should invest in the re-training of staff on the available Munis components. This would increase the utilization of this sizable investment (Munis), and reduce user demand for support.
5. Re-train public safety staff on the use of the Spillman components. This would increase the utilization of this sizable investment (Spillman), and reduce user demand for support. In addition, the City should expand the use of the existing licensed Spillman policing system by revisiting the implementation to assure that the maximum capability is realized from the City's investment; including, but not limited to additional training for Spillman users.

6. The City should consider that the SAN⁴ be duplicated. Adding a secondary SAN to the City's system will make "snapshotting" of data available; thereby, allowing redundancy and failover in the event of primary storage failure.
7. Assess the current configuration of the Munis (perform a health check) components to ensure that all licensed modules are being used to their maximum capability; thereby, allowing the City to exploit the maximum amount of value. Expand the use of existing Munis modules already licensed by the City; including, but not limited to: Human Resources for applicant tracking, benefits enrollment, grievance, workers compensation, personnel action forms, training, merit increases, and performance evaluation forms.
8. Assess the current configuration of Spillman (perform a health check) components to ensure that all licensed modules are being used to their maximum capability; thereby, allowing the City to exploit the maximum amount of value. Expand the use of the existing licensed Spillman policing system by revisiting the implementation to assure that the maximum capability is realized from the City's investment; including, but not limited to additional training for Spillman users.
9. The use of TrackIT! should be revisited to include the tracking of IT issues and resolutions. Making better use of the City's licensed help desk tool Track-It! by leveraging its capability of maintaining a knowledge base and metrics reporting capabilities. Also, enhance the tool by including a survey function at the conclusion of any ticket.
Attached as Exhibit I – Sample IT Performance Metrics is a detailed listing of some of the potential metrics that can be used by the City to measure strategic initiative success and/or failure.
10. Explore the implementation of 3-1-1, a non-emergency public information line. This line is intended to divert routine inquiries and non-urgent community concerns to a central line where issues and concerns can be addressed by the appropriate City department.
11. We recommend that the City invest in mobile device management software and require all employee owned devices (and City mobile computing devices) to install and activate the mobile device management software prior to connecting to the City's network services. This will allow the City to control devices in the event one is lost or stolen. See Exhibit L – Sample Mobile Computing & Security Policy.

1.6.4 Infrastructure

Infrastructure is defined as the fundamental and foundational structure of the systems comprising of the networks (server operating systems, desktop computers and operating systems, communications protocols, and databases) and hardware (server equipment, switches, routers, firewalls, printers, and other hardware components including the buildings housing the equipment). This includes all of the network and hardware components deployed to support the applications and business processes.

⁴ A storage area network (SAN) is a dedicated network that provides access to consolidated, block level data storage. SANs are primarily used to make storage devices accessible to servers so that the devices appear like locally attached devices to the operating system.

Findings

1. The City's wide-area network infrastructure is not redundant or as fault tolerant as the City would need. The City is currently reliant on a series of T1 lines for its wide-area network communications. The T1 connectivity is slow and in some cases problematic.
2. According to the information received and interviews conducted as part of this evaluation, we could identify no formally adopted refresh cycle for a large portion of desktop and infrastructure assets.
3. RightFax was never configured appropriately, and does not allow for private fax lines.
4. The City's quality of the Council broadcasts has not always been good. The sound quality will either be cut-out or poor.
5. Council members do possess iPads and smartphones; however, the iPads are of limited utility as some do not have broadband capability.

Recommendations

1. The City should contract with a provider to run a high-speed fiber-optic backbone for the City's wide-area network between the various City facilities. In addition, due to the City's flat terrain the City should consider implementing a microwave backhaul for network redundancy of its critical wide-area network.
2. The City should develop and maintain a documented refresh cycle to help keep information assets updated and capable of making use of the current applications and technology available. The intent of adhering to an IT refresh cycle is to maximize the productive use of the City's IT installed investments, while minimizing the cost of purchasing, provisioning, and supporting them.
3. The IT team should re-implement and configure RightFax to allow for private faxing to and from each individual City staff computer. For efficiency, each staff member will have a private fax number to send and receive faxes via email and through their desktop.
4. A network traffic shaper⁵ should be acquired and installed to optimize or guarantee performance, improve latency, and increase usable bandwidth for critical City business systems including City Council broadcasts.
5. City Council (and Director level and above) should have Broadband enabled iPads to maximize efficiency during Council meetings.

1.7 Prioritization of Recommendations

The following table lists recommendations as a result of the assessment. LBL used the following definitions and methodologies to assign a priority to each recommendation.

Definitions

- **Weakness:** The potential that the City's operations could or would be affected negatively as a result of the missing element.
- **Exposure:** Environmental and organizational issues that could exacerbate the weakness and may provide a real effect on staff efficiency and productivity within the City's operating departments.

⁵ Traffic shaping (also known as "packet shaping") is a computer network traffic management technique (using a device or appliance) which delays some data to bring them into compliance with a desired traffic profile. Traffic shaping is a form of rate limiting. Traffic shaping is used to optimize or guarantee performance of data, reduce latency, and make better use of existing bandwidth for critical business data by delaying other data.

- Resulting Risk: The end likelihood that City operations will be impacted by lack of IT performance if the recommendation is not acted upon.

Weakness Value Assignment

We assigned a value corresponding to the severity of the weakness posed by each of the findings utilizing a scale of one (1) to five (5), where one (1) represents a low severity weakness and five (5) represents a high severity weakness.

Exposure Value Assignment

We assigned a value corresponding to the severity of the weakness that could be exploited by the respective exposure utilizing a scale of one (1) to five (5), where one (1) represents a low severity exposure and 5 represents a high severity exposure.

Resulting Risk Calculation

The resulting risk is calculated by multiplying the weakness and exposure values. The risk calculation value will range from one (1) to twenty-five (25). This un-weighted raw value is used to provide the basis for assigning a priority for each finding.

Weight Factor Value Assignment

The weight factor is used to provide an equal evaluation of each finding with respect to the relative appropriateness to the City. We assigned a value corresponding to these factors utilizing a scale of one (1) to five (5), where one (1) represents a low appropriateness and five (5) represents a high appropriateness.

The following factors were used:

- size of the City,
- budgetary / funding constraints,
- compensating factors in place,
- number of IT staff available, and
- other relevant weight factors.

Priority and IT Dimension

The priority is determined by adding the weight factor to the resulting risk calculation and applying the following scale:

Total Score	Priority
<= 10	Low
11 – 20	Medium
>= 21	High

The IT Dimension is noted as follows:

- IT Governance – GO
- IT Service Delivery – SD
- Applications – AP
- Infrastructure – IN

IT Dimension	Recommended Remediation / Actions	Weakness	Exposure	Resulting Risk	Weight Factor	Priority
AP04	Retrain staff on the available Munis components. This would increase the utilization in valuable assets that the City has already invested in, and reduce user demand for support.	5	5	25	5	High
AP05	Retrain public safety staff on the use of Spillman components. This would increase the utilization in valuable assets that the City has already invested in, and reduce user demand for support.	5	5	25	5	High
GO01	Restructure the IT Division to include an IT Director with the capability of implementing an IT vision supporting the City's and its Stakeholder's overall vision and mission, and remove the IT Division from the Finance Department and elevate it to IT Department status.	5	5	25	5	High
GO02	New IT Director selected should possess the skills necessary to provide the necessary vision and creativity to develop solutions to solve business issues facing the City through the use of technology; in addition, the IT Director should also be creative enough to use technology to solve the issues that the City will likely face in the future as they move to realize their vision.	5	5	25	5	High
SD01	Enhance the public safety information technology support through the addition of a Public Safety Support Specialist via an overall IT Department reorganization effort.	5	5	25	5	High
SD02	In addition to a public safety support specialist, contract with the local telephone service provider for the installation of standard POTS lines at each of the City's Fire Stations.	5	5	25	5	High
SD03	The City should reevaluate the connectivity between community services and City systems, ensuring necessary bandwidth and redundancy.	5	5	25	5	High

IT Dimension	Recommended Remediation / Actions	Weakness	Exposure	Resulting Risk	Weight Factor	Priority
SD04	The City should develop a strategy for the outsourcing of specific tasks and mechanisms, as an example: strategically outsourcing network design and maintenance; server implementation and maintenance; as well as support of non-Windows based computer i.e. Apple, Linux, and others. Explore the possibility of interlocal agreements for the support services related to critical applications such as, Spillman and MUNIS.	5	5	25	5	High
AP06	The City should consider the SAN be duplicated. Adding a secondary SAN to the City's system will make "snapshotting" of data available; thereby, allowing redundancy and failover in the event of primary storage failure.	5	5	25	4	High
GO03	The City should invest in a Microsoft Enterprise (Volume License) agreement to ensure that office automation and other Microsoft systems (including backend server systems) are kept current and up-to-date, and the City maintains the flexibility to augment and update systems when and where needed.	5	4	20	4	High
GO04	Implement an "IT Steering Committee" as part of the weekly City Administrator meetings. Once per month the IT group would report out to the City's functioning business units during the meetings.	5	4	20	4	High
GO07	All IT staff members should be required to maintain competency via a requirement for a minimum number of approved continuing technical training hours per year.	5	4	20	4	High
SD05	Communications between Global Water (the contractor maintaining the City's GIS shape files) and the City's IT Department should be reassessed to ensure GIS systems and future AVL systems maintained or enabled to support the public safety need of the community.	5	4	20	4	High

IT Dimension	Recommended Remediation / Actions	Weakness	Exposure	Resulting Risk	Weight Factor	Priority
AP07	Assess the current configuration of the Munis (perform a health check) components to ensure that all licensed modules are being used to their maximum capability; thereby, allowing the City to exploit the maximum amount of value.	5	3	15	4	Medium
AP08	Assess the current configuration of Spillman (perform a health check) components to ensure that all licensed modules are being used to their maximum capability; thereby, allowing the City to exploit the maximum amount of value.	5	3	15	4	Medium
IN04	A network traffic shaper should be acquired and installed to optimize or guarantee performance, improve latency, and increase usable bandwidth for critical city business systems including City Council broadcasts.	4	4	16	3	Medium
SD06	Enhance the existing communication vehicles and provide additional training to the elected officials to enhance this communication medium.	4	4	16	3	Medium
IN03	Allow individual fax lines from RightFax directly to each individual email boxes and desktop.	5	3	15	3	Medium
AP09	The use of TrackIT! should be revisited to include the tracking of IT issues and resolutions.	5	3	15	2	Medium
AP11	City should invest in mobile device management software and require all employee owned devices (and City mobile computing devices) to install and activate the mobile device management software prior to connecting to the City's network services. This will allow the City to control devices in the event one is lost or stolen.	4	3	12	3	Medium
AP03	IT must play a key role in providing support for business users when problems arise. This includes having an understanding of how the application functions and working with both the user and the vendor. Newly recruited support staff for Munis and Spillman attend vendor training as soon as practical. In addition, newly recruited support staff should actively participate in each of the user operating departments planning meetings.	3	3	9	5	Medium

IT Dimension	Recommended Remediation / Actions	Weakness	Exposure	Resulting Risk	Weight Factor	Priority
IN02	The City's IT should implement a refresh cycle the next two to three years due to the age of much of the desktop computer inventory.	4	2	8	6	Medium
GO06	Implement a data archiving exercise to assure that databases only contain active, needed and required data. Archive old records that are no longer needed within the Spillman Police system to maximize the efficiency of the City's Spillman software.	3	3	9	4	Medium
IN01	City should contract with a provider to run a high-speed fiber-optic backbone for the City's wide-area network between the various City facilities. In addition, due to the City's flat terrain the City should implement a microwave backhaul for network redundancy of its critical wide-area network.	4	2	8	5	Medium
IN05	City Council should have Broadband enabled iPads to maximize efficiency during council meetings.	3	3	9	4	Medium
GO05	The City should identify application and data owners; once identified, the City should develop and implement a policy and set of procedures for applying security classifications to their applications and data.	5	2	10	2	Medium
GO09	Each department should perform a Business Impact Analysis (BIA) to identify each department's critical information and critical IT resources. In addition, each department should identify alternate or manual operating procedures to be performed for an interim period in the event the identified critical information or IT resources are unavailable	3	3	9	3	Medium
GO10	The City's IT Steering Committee should implement a requirement for Business Case development prior to expending any resources on IT related projects.	4	2	8	4	Medium

IT Dimension	Recommended Remediation / Actions	Weakness	Exposure	Resulting Risk	Weight Factor	Priority
SD07	The City should develop a mobile computing strategy (development of citizen ready iPhone, Android, and other PDA and Tablet CRM applications); whereby, elected officials would benefit from a more interactive relationship with their constituents around issues and services of interest to the community.	3	3	9	3	Medium
AP02	Development of standards and procedures for software baselines and checklist that can be used to ensure that systems are built per the user's need.	3	2	6	4	Low
GO08	The City should develop an enhanced internal intranet site, using SharePoint to communication and server central repository for: knowledge base, common forms, and information.	3	2	6	4	Low
AP01	Enhance the City's helpdesk solution and use of the applications knowledge base should be expanded. In addition, some staff education should occur around the help desk software itself, self-service lookups, and how to best utilize it.	3	2	6	3	Low
AP10	Explore the implementation of a 3-1-1 -non-emergency public information line.	4	2	8	1	Low

1.8 Recommended Project Schedule

The Information Technology Evaluation and Strategic Technology Plan Assessment is the roadmap to the beginning of the City’s process of developing a long-term information technology strategic plan and roadmap. In the coming weeks and months, the City’s executive management should review the summary findings, recommendations, and their related priorities. This path begins the City’s planning and budgeting process for mitigating the findings by implementing the recommendations through a City long-term information technology strategic plan and roadmap.

As a general rule, those recommendations with little or no dollar investment identified as high and medium priorities will be scheduled for the earlier years in a three to five year plan; and those items of moderate to high dollar investment identified as medium to high priorities will follow. Finally, recommendations identified as low priorities requiring a dollar investment will need to be evaluated based on the investment payback to determine if and when they would be implemented; those lower priority items where little or no dollar investment will typically be scheduled as staff availability and timing allows.

Another way of viewing a future plan will be to prepare a schedule based on a phased approach. In either case, the scheduling result is the same. In a phased approach, the City’s Technology Evaluation and Strategic Technology Plan Assessment would be structured into three phases.

Phase One: Establish a proper management and IT foundation for subsequent growth, enhancement, and implementation processes (in most cases, items with little or no dollar investment identified as high and medium priorities).

Phase Two: Deploy more secure and efficient technologies to increase productivity. In addition, this phase addresses the need for a critical new infrastructure prioritized in terms of the value to be delivered to end-users (in most cases, items of moderate to high dollar investment identified as medium to high priorities).

Phase Three: Deploy major and complex technologies that will move the City forward. This phase will initiate as work is underway for Phases One and Two, but will progress in an incremental and phased manner to avoid the pitfalls of hasty and poorly planned implementation (in most cases, items as low priorities requiring a dollar investment).

The timing of strategy implementation is important. Some items are considered dependent on others and should not be implemented until prior work has been completed. The three phases are depicted in

Table 1: Item Phasing below along with the timing for each phase.

Legend:

Planning (if relevant)	Implementation	Ongoing (if relevant) →
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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			→		
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					
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					

SECTION TWO

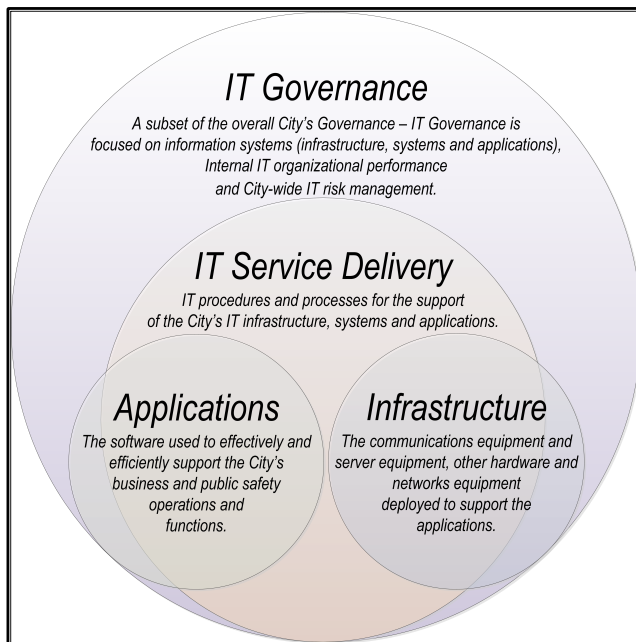
Plan Assessment

2.0 PLAN ASSESSMENT

2.1 Overview

During the assessment phase, we collected and analyzed information relating to the City's IT governance, service delivery, applications and infrastructure (the four key IT planning components – together referred to as the IT Universe). Additional information was gathered through an anonymous adaptive IT planning survey, one-on-one interviews and focus groups with City staff, outside vendors, management, and stakeholders allowing them the opportunity for input and participation.

Our assessment work established the City's baseline IT Universe. The assessment was utilized to determine the gap between the City's current IT Universe and its current IT Universal needs now and into the foreseeable future. Where the gap is large, opportunities for improvement exist.



The assessment serves as a foundation for the recommendations presented in the following sections.

It is important to remember that the assessment represents an as-is point in time view of the state of the City's IT Universe during the period in which the assessment occurred. The assessment assumes that the data provided by the City was accurate at the time it was collected.

The diagram to the left presents the four major components making up the IT Universe and were all considered during the IT strategic planning process.

Further, while projects of this nature

necessarily focus on areas that are in need of improvement, it is important to acknowledge that there are areas of strength that the City will be able to continue to build upon. As was noted in the Executive Summary section of the report, the following present's strengths related to the City's IT Universe.

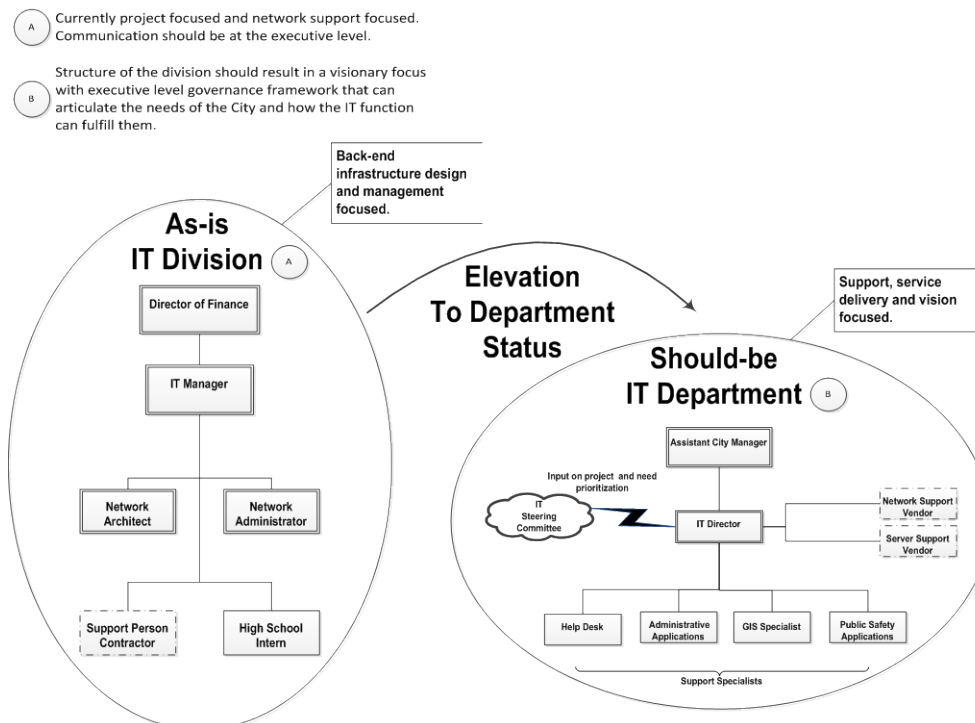
- Staff within the City's organizational components, where necessary, will develop de facto support personnel to assist where and when needed.
- City staff is driven to make use of technology to become more efficient and effective in performing their job duties.
- The City's executive management is focused on planning for the future related to the City's needs for technology infrastructure, applications, support, and governance.
- The City's Police and Fire Departments are willing to make use of other municipalities (and agencies) for services when and where necessary.
- The City has already taken the step of moving to a virtualized server environment; thereby, providing a foundation for a reduced data center footprint; the ability to speed server provisioning; the potential for reducing hardware cost; increased uptime/improved disaster recovery; the potential for server redundancy; the ability to isolate applications; a potential for future quality assurance/lab environments; and readying the City to move some of its applications to the cloud.

2.2 IT Governance Findings and Recommendations

1. The IT Division does not interface directly with the City's operating Departments. Under the present structure, the IT Division is shielded from direct interface with department directors and therefore operates in a reactive role. The current IT organization is structured to operate in an environment where both server and network (backend infrastructure) systems and architecture change frequently. Backend infrastructure tends to change more frequently in larger user environments (those in excess of 300 to 400 users). These larger environments require implementation, maintenance, and troubleshooting on a more frequent basis. The City of Maricopa's backend infrastructure is fairly stable. Based on both the users and management polls, the City's primary IT needs revolve around IT support related to its administrative, public safety, and office automation applications.

Therefore, we recommend that the IT Division be promoted from under the Finance Department and elevated to IT Department status and recruit an IT Director who will report directly to the Assistant City Manager. The individual recruited to fill the IT Director position must have the capability of implementing an IT vision that supports the City's and its Stakeholder's overall vision and mission (additional discussion is included under recommendation number 2 below). The resulting IT Department will operate under a support centric model. Recommended changes for conversion to this support centric model include the replacement of the existing Network Architect and Network Administrator positions, with an Application Support Specialist for administrative applications, and an Application Support Specialist for public safety systems, and a Help Desk Support Specialist for desktop and laptop support along with the support of the office automation applications (i.e. Microsoft Office, Adobe and others). The data communications infrastructure maintenance/management responsibilities and server maintenance/management responsibilities will be managed by strategic outsourced vendors/partners.

The diagram below presents the elevation from division to department status.



2. A new IT Director should be recruited to head the IT Department. The City's new IT Director will need to be an agent of transformation. Therefore, the required IT Director's skills are not all technical; rather, they will need to possess skills in human dynamics. The five core skills the IT Director will need include the ability to:
 - Get a diverse group of stakeholders to embrace and align around a common vision and purpose.
 - Develop key partnerships – both within the City and with outside third parties (including other municipalities' and other governmental agencies).
 - Act as the relationship manager and trusted advisors for the City's internal IT clients and stakeholders; as well as, the City's external consumers (its citizens).
 - Be an effective communicator both orally and in writing – motivating and inspiring people to take action on purchasing what is needed and learning what is required.
 - Drive and manage complex and challenging change efforts; convincing the City's user community to step out of comfort zones, taking risks, and doing the necessary things required.
 - Work to develop and abide by an IT governance framework by which IT is managed and IT decisions are assessed and approved/denied.

A job description for the new IT Director is included in Exhibit A.

3. The City does not maintain a Microsoft Enterprise Agreement (Volume License Agreement). As a result, the existing versions of the Microsoft Office Suite can and do differ between the various City users; and therefore, in some cases create compatibility issues. In addition, system upgrades are complicated through the need to authorize individual license acquisitions rather than moving forward and authorizing a "true-up" every three years.

In discussions with City staff, Microsoft Office compatibility packs (allowing older Microsoft Office versions to use new Microsoft Office version documents) are inconsistently applied. Therefore, working with shared documents within the City offices is cumbersome from one version to another. This is also true for documents produced outside the City offices. Further, many staff already use newer versions of the software on equipment outside the City offices (in their homes, at school, or elsewhere). These staff members find using the older versions in the City offices inefficient. Lastly, some of the hardware in use in the City will not support the newest versions of Microsoft software.

The City should invest in a Microsoft Enterprise (Volume License) agreement to ensure that office automation and other Microsoft systems (including backend server systems) are kept current and up-to-date, and the City maintains the flexibility to augment and update systems when and where needed. A Microsoft Enterprise Agreement provides licensing for volume users. However, the primary benefit to a Microsoft Enterprise Agreement is the software assurance component. Microsoft software assurance provides new software versions at no charge as they are released. This feature keeps Microsoft applications current without additional budgeting for desktop software refresh and replacement. In addition, the software assurance delivered with the Microsoft Enterprise Agreement typically provides:

- online training;
- a Home Use Program (HUP) that offers employees the Office Suite to use at home, via a low-cost download;
- New Windows operating systems as they are released;
- Microsoft Desktop Optimization Pack;

- 24x7 phone and web support; and technical classroom training.

We recommend that the City invest in and maintain a City (General Government) Microsoft Enterprise Agreement. The Microsoft Enterprise Agreement (Software Assurance) is a volume licensing package that will allow a single product key to be used for multiple installations across the City. The Software grants the City the right to receive all software updates (and movements between versions) during the life of the Enterprise Agreement.

4. The IT governance framework is not effectively utilized by which IT is managed and IT decisions are assessed, approved, or denied. The City has formed, but not fully implemented a standing Information Technology Steering Committee (i.e. MITS). The existing MITS charter is silent or does not define the following in detail:

- A Requirement for the membership of each functional operating department of the City.
- A Requirement for the membership of City executive management (City Manager).
- The regularity of a meeting schedule sufficient to:
 - Prioritize IT initiatives (projects/investments),
 - Relay/communicate operating department needs,
 - Obtain IT performance feedback, and
 - Other communications related to IT needs within the City operations.
- A requirement for the Business Case review for all projects/investments to be considered.

A cross functional committee with senior management representation from all departments is needed to coordinate IT initiatives, create policies, etc. In addition, there needs to be a formal charter for this team. A formalized charter (see Exhibit F – Sample IT Steering Committee Charter) is necessary to provide detailed direction to the committee regarding its mission and purpose, authority, responsibility, scope of activities, and membership structure.

The formalized IT Steering Committee charter provides the:

- mission and purpose of the committee; thereby, focusing attention on the governance of IT and its alignment with the overall mission of the City and its services;
- sponsorship responsibility and where the committee derives its authority; thus, granting it the power to make the decisions necessary to align the IT organization within the City with its overall mission and objectives;
- scope of the committee as a decision making body, further refining its authority and limiting the responsibilities so that it can focus on the mission;
- the committee membership structure, assuring that all application ownership is represented; however, assuring that the committee is kept to a manageable size;
- the committee responsibilities; these responsibilities include but are not limited to:
 - establishing/vetting goals for the City's information technology,
 - coordinating the development and review of enterprise-wide information technology policies, system procedures, and system guidelines,
 - recommending, reviewing, and prioritizing information technology projects and initiatives,
 - communicating information technology needs and sound practices enterprise-wide,
 - facilitating an awareness and cooperation between the IT and the City's functioning service units, and

- reviewing the performance and effectiveness of the IT Department;
- the committee meeting schedule; thereby, assuring regular meetings cover all new proposed initiatives and prioritization for existing initiatives in a timely manner; and
- communications with all operating departments about the City's IT direction.

We recommend that the City formalize a committee and charter to provide detailed direction regarding mission and purpose, authority, responsibility, scope of activities, and membership structure. This steering committee should also provide oversight to the IT Director position. This is to ensure that the decisions made with respect to IT are City decisions and not tied to any specific department with respect to reporting structure.

5. Data ownership and the related application and data security classification within the departments do not exist nor are they formally documented based on interviews. In addition, code tables for Spillman (the City's integrated public safety software) have not been kept current or normalized.

Under current operations, the responsibilities for application/data security and protection decisions lie with the IT Division and the IT Manager. Best practices related to IT security dictate that the application/data owner⁶ be responsible for security related to their specific application/data within an organization. This is regardless of where the underpinning technology components, processes, or professional capabilities reside. The logic behind this best practice is that the application/data owner is uniquely qualified to understand the security needs in their area. This is especially true when managing information security where applications and data cross multiple vertical silos or departments.

In addition, the application/data owner is ultimately responsible for the selection and the related successful implementation of the applications for their area of responsibility. Therefore, the application/data owner must be accountable for the applications selected and their successful testing and implementation.

The application/data owner is responsible for:

- determining the level of security needed for their data and authorizing the appropriate level of protection around it;
- providing input in service attributes such as testing, acceptability, performance, availability;
- representing the application/data across the organization;
- understanding both the application and data overall functionality;
- providing a point of escalation (notification) for major incidents;
- participating in internal and external review meetings; and
- participation in negotiating SLAs between the user department(s) and the IT Division.

By definition, the application/data owner is in contrast with the application/data custodian⁷ (the IT Division) having the responsibility for system administration. Therefore, the application/data

⁶ The application/data owner is the management level individual responsible for authorizing or denying access to certain applications and/or data, and is responsible for its accuracy, integrity, and timeliness of any associated data resulting from the application(s) they own.

⁷ The application/data custodian (typically the IT group within the organization) is responsible for the safe custody, transport, storage and the implementation of any required business rules around the application and its data. In addition, the application/data custodian is also responsible for the technical environment and database structure for both the application and its associated data.

custodian must maintain the appropriate environment for the application/data on behalf of the application/data owner. The application/data custodian's responsibilities include:

- assuring that data is secured to the level required by the application/data owner;
- assuring the application/data is running on the appropriate hardware;
- assuring the application/data is installed on servers running the appropriate operating systems at the correct patch level;
- assuring that the database used by the application/data is at the appropriate patch and revision level and installed on the appropriate hardware;
- assuring that the application/data environment has the appropriate capacity to support the application/data service level requirements;
- monitoring the application/data and associated data for capacity and maintenance issues;
- coordinating with application/data owners as to when to apply service patches and other updates;
- coordinating application/data maintenance schedules with owners;
- ensure adherence to the organization's guidelines and procedures for protecting data as appropriate for IT security practices;
- maintaining confidentiality, availability, and integrity of the data in the application/data;
- ensuring that documentation of data resources created, used, or stored within their area of control is maintained;
- ensuring that systems containing sensitive information are physically secured from unauthorized access; and
- ensuring that data is backed-up according to the direction of the application/data owner.

In summary, the application/data owner is responsible for the classification of the applications, data, and information under their purview. Their responsibility is to classify information based on risk and cost, or other suitable criteria. This is critical to protecting the City's information. Not all information is subject to the same risks. Therefore, protection mechanisms may differ, with lower or higher costs associated depending on the level of protection required. Therefore, data classification is intended to lower the cost of protecting data, and improve the overall quality of the organization's decision making by helping ensure a higher quality of data protection based on the decision maker's (application/data owner's) knowledge.

6. When the Spillman Police application was implemented at the City, the data was migrated over from the Pinal County Spillman system. The code tables have not been kept current or normalized⁸. Code tables are used throughout the Spillman software to validate and categorize data. This facilitates data entry and allows for searching/reporting capabilities. Since the code tables are not maintained, the searching/reporting capabilities are cumbersome and inefficient because many of the codes have duplicate meanings stored in the database.

We recommend the City perform a normalization exercise on the Spillman code tables and perform regular Spillman data audits to identify duplicate data, and data that is entered incorrectly or does

⁸ Normalization is a process that breaks down data into record groups for efficient processing. A major goal of normalization is to eliminate redundancy by having a data element represented in only one place.

not conform to the City's set standards. The responsibility for the normalization and data audits would fall to the Public Safety Application Support Specialist. The Public Safety Application Support Specialist also maintains the responsibility of the Spillman Application Administrator described in Exhibit C – Sample Job Description Spillman Application Administrator.

7. The City's major applications (both administrative and critical public safety) are currently at risk due to the City's:
 - a. inability to provide an IT vision for the future,
 - b. inability to effectively communicate IT needs to purchasing decision makers, and
 - c. the IT staff's inability to remain current with technology knowledge and trends due to a lack of a requirement for continuing professional education for IT personnel.

We recommend the City recruit an IT Director:

- Capable of providing an IT vision of an automated environment capable of solving the current and future operational needs of the City's administrative and public safety processes.
 - With the ability to effectively analyze and communicate the City's IT needs to the purchasing decision makers; thereby, prompting them to action and allowing the City to automate the necessary environments to solve its current and future operational needs.
 - With the vision and capability of requiring IT staff to maintain competency via a requirement for a minimum number of approved continuing technical training hours per year. The IT Directory should review the current training programs and determine which aspects of a training program will provide the IT staff with the best value to better support the City.
 - With the ability to provide resources for continuous training requirements from IT staff thereby safeguarding the City's information systems and information assets to be better protected due to an informed user base.
8. City staff and management are in need of a resource for ready information related to the City's systems and administrative operations. The use of a City-wide intranet accessible by all City employees provides easy access to files and documents, from each employee's individual workstation. Sharing of data, made possible through an intranet, not only helps in saving the employee's time, but also allows employees from various levels to access data. The intranet also has the capability of contributing to a paperless office.

The City's media specialist has the skills and capability of providing a user friendly intranet for employee use. We recommend that the City develop an enhanced internal intranet site, using SharePoint to communicate and serve as a central repository for: knowledge bases, common forms, and other information. We further recommend that the City's Media Specialist be tasked with the responsibility for the development and deployment of the intranet. This responsibility will require that the Media Specialist transition all current IT responsibilities to the IT Department.

The benefits of the enhanced City intranet site include but are not limited to:

Communication –

Intranet is extremely useful for communication and collaboration between the employees for successful functioning of any business organization. The City's intranet will provide this in the form of tools like discussion groups, intranet forms, and bulletin boards. Using intranet tools will help to convey and distribute necessary information or documents among the City's employees. This results in easy communication and sound relationships between the employees and the City's top management.

Time Saving –

The City is very well aware of the importance of time and timely information. Using the intranet will allow the City to distribute valuable information among the employees in a fast and efficient manner. The intranet will save time via interactivity, i.e. employees can access information at the times that suit them, rather than sending and waiting for email and email replies.

Productivity –

The intranet will provide fast information to employees and help to perform their various tasks. An employee can access any data from any database of the City without wasting time. Employees working on projects can collaborate easily, ensuring better and faster results.

Reduce Costs –

The intranet is a very cost-effective paperless online publishing tool; cutting down printing and distribution costs of internal documentation. All the documents of the City can be published through the intranet using web pages. The information can be accessed from the respective workstations of the employees.

Incorporated and Distributed Computing Environment –

The intranet will support an active distribution of stored information through different types of operating systems and computer types, from which the employees can access information. This includes desktops, laptops, and any Apple devices.

Increases Collaboration –

The intranet will allow all City employees to access data, this helps to build team work within the organization. Also certain contents of the intranet like help desk, FAQ, handbook of employee, etc., aids in collaboration among the employees.

In general, the enhanced intranet will become a central repository of information promoting and maintaining good communication between different departments and also facilitates an immediate updating of operations.

9. Due to the present structure, IT is not providing the information necessary, and therefore communication channels do not exist and compromise operations when the information and resources are not available. A business impact analysis⁹ (BIA) has not been performed for each department to identify information such as criticality of IT resources to perform business processes and alternate or manual operating procedures to be performed for the interim if IT resources are unavailable. See Exhibit H – Sample Business Impact Analysis.

Without going through the BIA process for each department, the IT Division cannot necessarily know which applications are critical enough to warrant special attention. The more important aspect is that without understanding the business needs for the application and the expected recovery times and objectives, IT cannot effectively or efficiently develop recovery strategies that will serve those needs. As such, IT may not be able to recover business applications and data in a timely manner which allows the City to conduct its business in a time of crisis or disaster.

⁹ A Business Impact Analysis (BIA) differentiates critical and non-critical functions/activities. Critical functions are those whose disruption is regarded as unacceptable. For each critical function, two values are then assigned: (1) Recovery Point Objective (RPO) – the acceptable latency of data that will not be recovered; and (2) Recovery Time Objective (RTO) – the acceptable amount of time to restore the function. The RPO ensures that the maximum tolerable data loss for each activity is not exceeded. The RTO ensures that the Maximum Tolerable Period of Disruption for each activity is not exceeded.

We recommend that the City conduct a formalized BIA for each department such that critical applications and their respective recovery time and point objectives can be ascertained. Further, the results of each BIA must then be aggregated by IT to develop recovery strategies appropriate for the business needs of the City. There may be trade-offs in this area due to the cost of the recovery strategies. However, only with this information can the City's leadership make informed decisions about what risks this City is willing to accept vs. mitigate.

Classification structures that are overly complex and have many levels are difficult to understand where the data should be placed. If there are too few classifications, data will either be secure or not with little middle ground. Best practices dictate three to four levels to be established by the IT Steering Committee. Public, Internal, Secret, and Confidential ratings are examples that could be further defined by the Committee. They should include simple instructions to provide users with an understanding of how to classify data and the policies regarding how each data classification should be handled. This should be documented and placed in a central location for all City employees to read and to acknowledge understanding.

The benefits of a data classification program are realized at the organization level, not at the individual application level or even departmental level. Some of the benefits to the organization include:

- Data confidentiality, integrity, and availability are improved because appropriate controls are used for all data across the organization.
- The organization gets the most for its information protection dollar because protection mechanisms are designed and implemented where they are needed most, and less costly controls can be put in place for non-critical information.
- The quality of decision making is improved because the quality of the data upon which the decisions are being made has been improved.
- The organization is provided with a process to review all business functions and informational requirements on a periodic basis to determine priorities and values of critical functions and data.
- The implementation of information security architecture is supported, better positioning the organization for the future related to new legislation and security concerns.

We recommend that the City implement a classification and assignment of application/data ownership within the City. In conjunction with this effort, provide education to the Application/data Owners regarding their responsibilities as owners.

10. The City's IT Steering Committee should implement a requirement for Business Case development prior to expending any resources on IT related projects. Formal Business Cases are not developed and analyzed to allow the City to make informed decisions related to IT investments/projects where resources will be expended.

A Business Case captures the reason for initiating an IT project (any IT related asset acquisition/implementation). The Business Case is presented in a well-structured written document. The concept of using a Business Case for the justification of an IT project stems from the premise that whenever resources are to be consumed (dollars or hours), they must be in support of a specific business need. The Business Case must therefore adequately capture both the quantifiable and unquantifiable characteristics of a proposed project prior to its approval and prioritization into the IT Division's schedule.

Formalized Business Cases range from a comprehensive and highly structured document, to an informal and brief document; depending on the necessary justification and linkage to the business need. Information included in a formal business case includes but is not limited to the:

- background of the project,
- expected business benefits,
- options considered (with reasons for rejecting or carrying forward each option),
- expected costs of the project, and
- a gap analysis and the expected risks.

To complete the Business Case, the document must also provide adequate consideration of the option of doing nothing. This will include the costs and risks of inactivity. Therefore, in summary, a complete Business Case provides the justification for the project.

We recommend that the City's IT Steering Committee should implement a requirement for Business Case development prior to expending any resources on IT related projects. (see Exhibit G – Sample Business Case). A business case typically includes, but is not limited to:

- a description of the problem to be solved as a result of the initiative;
- alternatives that were or are to be considered in the evaluation process; (including status quo);
- financial impact of the initiative including both full and incremental values of costs and benefits that would result from the initiative;
- projected rate of return based on a reduction of other expenditures if appropriate;
- funding sources for the project initiative;
- general assumptions in preparing the business case;
- scope and boundaries in terms of time, location, departments involved, or technologies;
- scenarios used to compare a "business as usual" approach to the alternatives presented;
- data sources and methods used to gather the information presented; and
- recommendations based on the alternatives.

The Business Case will provide complete information to the City's IT Steering Committee (as the organization's IS Governance body) to make educated purchase and prioritization decisions. The formalized complete information assures that the City's overall goals and objectives are considered for each IT investment made.

2.3 IT Service Delivery Findings and Recommendations

1. Public safety information technology software support delivered from the City's IT Division to the public safety departments is minimal and/or non-existent. Therefore, the Police Department has selected a police officer as their de facto support person.

A Public Safety Support Specialist should be recruited and added to the IT Department. The Public Safety Support Specialist will also act as the Spillman Applications Administrator (SAA). The SAA will coordinate any implementation, maintenance, troubleshooting, and training of the Spillman software. They will also setup the Spillman tables as well as user groups, user privileges, various database parameters and any other database related requirements. In the capacity of the support specialist, the SAA troubleshoots user problems and coordinates special needs with Spillman Technologies. They will train users in the Spillman applications and operate a help desk for systems problems.

This individual will act as the Spillman data quality control specialist who checks key tables in the Spillman applications to ensure that the information contained therein has been properly entered. Names, Vehicle, and Property tables need to be checked regularly for duplicate records.

2. The Fire Department has discontinued systems due to a lack of support from the City's IT Division (i.e. records management). When system use was discontinued, due to the elimination of the staff position and in-house GIS staff, the Fire Department observed that using self-developed spreadsheets was easier than requesting IT support. The Fire Department lost significant functionality when the systems were abandoned; including, but not limited to, the ability to tie property owners to properties. In addition, Fire stations do not have POTS¹⁰ lines for critical dial-up backup and community emergency management.

We recommend that the Public Safety Support Specialist recruited and added to the IT Department as recommended in item number 1 above also be tasked with to coordinate any implementation, maintenance, troubleshooting, and training of the Fire Department applications. This includes the implementation, maintenance, and support of a records management and time and attendance package that are needed by the Fire Department.

In addition to supplementing the IT Department with a public safety support specialist, we recommend that the City contract with the local telephone service provider for the installation of standard POTS lines at each of the City's Fire Stations to enhance the emergency support capability of the City's Fire Department.

3. Parks, library, and other community services have been largely left out of the advancement in technology to support their needs. This issue includes; but is not limited to, the Library network integration with the City i.e. the Library's difficulty connecting to the City's Munis, Outlook (calendar and email); and, parks not being connected to the City's network other than through the cellular network.

The City should re-evaluate the connectivity between community services and City systems, ensuring necessary bandwidth and redundancy. This should include the implementation of a fiber optic network between the City's core data center at City Hall and each outside City facility (increase in bandwidth). For redundancy, a microwave backhaul should be investigated due to the specific terrain available in the City.

4. The City's IT Division is staffed for network and server design, implementation, configuration, and support rather than application and user support. While the City ultimately needs network and server design, implementation, configuration, and support on the front-end of IT projects, the City is of the size where these projects are less frequent than the need for user application support.

The City should develop a strategy for the outsourcing of specific IT tasks; in this case, strategically outsourcing network and server design, implementation, configuration, and support. In addition, the City can use strategic outsourcing for the support and maintenance of non-Windows based computers i.e. - Apple, Linux, and others.

The use of a strategy for the outsourcing of technical backend design, implementation, configuration, and support can make expensive highly technical resources available to the City on an as needed basis without supporting the large salaries they demand.

¹⁰ Plain old telephone service (POTS) is the voice-grade telephone service that remains the basic form of residential and small business service connection to the telephone network in many parts of the world.

In addition, the City should explore the possibility of interlocal agreements with other governmental units for these services. The City and other potential governmental units would both benefit from the cost sharing for these technical specialties.

5. GIS systems (and potential future AVL systems for police and fire) are not currently being maintained or enabled to support the public safety needs of the Community. The City currently outsources its GIS function of maintaining the City's GIS shape files to the water utility Global Water.

Communications between Global Water and the City's IT Division should be reassessed to ensure GIS systems and future AVL systems are maintained or enabled to support the public safety needs of the Community. This reassessment should include:

- either the placement of a Global Water staff member with the City for periods of time i.e. 1 day per week or more frequently as needed, or
- terminating the agreement with Global Water and adding a GIS specialist back to the City's staff.

We recommend that under the current circumstances, bringing the GIS function back to the City appears to be the most advantageous. The reason for this recommendation is there is a significant dissatisfaction with the services being received from Global Water.

The migration back to a City GIS specialist will require that for the interim period:

- d. Global Water support and communication with the City until the GIS function can be fully migrated back to the City.
 - e. The Public Safety Support Specialist acts as the liaison between Global Water and Public Safety.
 - f. Global Water has direct reporting and communication with the City's new IT Director.
6. There is a perception by some elected officials that direct communication lines between elected officials could benefit from enhancements and be improved upon with further training. We recommend that the City work to enhance the existing communication vehicles by providing additional training to the elected officials to enhance this communication medium.

In addition, we recommend that the City develop a mobile computing strategy (development of citizen ready iPhone, Android, and other PDA and Tablet CRM¹¹ applications). Additionally, make use of available E-enabled government applications including, but not limited to: digital interactions between government and citizens (G2C), government and businesses/Commerce (G2B), government and employees (G2E), and also between government and governments/agencies (G2G).

2.4 Applications Findings and Recommendations

1. The helpdesk ticketing system does not match the user's expectations, and little or no training has been provided on the functionality necessary for staff to understand the help desk ticketing process.

IT has taken a great stride forward in moving to a formal help desk ticketing system. It is providing some rudimentary reporting which helps to provide some insight into the activities of the IT

¹¹ CRM or Customer Relationship Management - CRM applications support an automated model for managing interactions with customers (in this case the citizens of the City). The CRM described involves the use of mobile technology to support, organize, automate, and synchronize communications with Maricopa's citizens and both the City's administration and elected officials.

Division. The staff indicated that they are not getting useful feedback from the system, however, and are not aware of what to expect when they put in a trouble ticket.

The existing helpdesk system is capable of supporting a knowledge base; however, it is not being used. The helpdesk knowledge base can and does serve as an effective knowledge sharing medium, enabling end-users to self-service the solutions to their problems before contacting the helpdesk team.

A web-based knowledge base enables grouping of solutions into specific topics, facilitating end-users to browse for solutions in a Self-Service Portal (delivered via the City's intranet). In addition, the IT support staff will have a ready resource for speeding solutions for problems that have been encountered previously.

We recommend that the use of the City's helpdesk solution be enhanced and that the use of the applications knowledge base be expanded. In addition, some staff education should occur around the help desk software itself, self-service lookups, and how to best utilize it.

2. In some cases, staff performing the same function has different versions of software on their machines. This results in confusion when trying to perform job duties and/or sharing of documents.

IT does not maintain checklists or other means to ensure that systems are consistently provisioned. Further, because IT does not consistently communicate with departmental staff, issues are not always uncovered such as the potential problems when two different staff are running different versions of software. This is a significant issue as staff are trained on how to perform certain job functions, however if the software installed on their machines is different than the version used for the training, the task may not be able to be performed as expected.

We recommend that as part of the standards and procedures that IT should develop, software baselines and checklists that can be used to ensure that systems are built per the user's need. The checklist must include the standard baseline software which will be installed and any customized software that the user may need. This checklist should be signed off by the user to ensure that they agree to what is (or is not) going to be installed. If there are technical reasons why an existing piece of software can't be installed, these should have been addressed prior to this process, especially if it is a planned upgrade.

This will ensure Department users will not be without software they expect to be available after a software upgrade, reducing any lost productivity and that investments in the software will be fully utilized rather than sitting idle. Furthermore, the IT staff will be more accountable for their actions when changing out systems, ensuring that everyone gets the service expected.

3. Due to the present structure, IT staff are not seen as effective when supporting business software, as opposed to technical troubleshooting of computer hardware and operating system related issues.

The IT Division performs many technical troubleshooting and other IT related functions very well. Most staff feel that they get very good service for the day-to-day desktop related issues. However, when it comes to the business software, most feel that the support they get from IT is lacking. There are inconsistent expectations with respect to how to best support the line-of-business applications. It appears that in some instances, this may be a communication issue between departments and IT. The IT Division does not typically attend any specific training for these software packages.

While IT cannot be expected to know every possible in and out to every software package, we recommend that IT become both a liaison to the vendor and play a key role in troubleshooting

functional issues. As part of a project by IT to document procedures, critical core application should be fully documented in the way they work and interact within the environment. This will most likely involve the vendors of the products as well as internal staff.

IT must play a key role in providing support for business users when problems arise. This includes having an understanding of how the application functions and working with both the user and the vendor. Through the elevation of the IT Division to IT Department status, the recruiting of an IT Director, Administrative Support Specialist, Public Safety Support Specialist, a Help Desk Support Specialist, migrating GIS back to the City, and outsourcing backend network and server support to strategic partners IT will be better equipped to deal with support issues. Further, there will be a clear message from the top down as to what is expected from IT Department in supporting the City's operational and public safety needs.

4. The City's Munis users were never provided adequate training and the system workflows were set up improperly; including, but not limited to, the use of report writing tools, query capabilities, and Fire Department purchasing related to the ordering of EMS supplies (a cumbersome activity without workflow template training).

Re-train staff on the available Munis components. This would increase the utilization of this sizable investment (Munis), and reduce user demand for support.

5. The City's Spillman users were never trained appropriately.

Re-train public safety staff on the use of the Spillman components. This would increase the utilization of this sizable investment (Spillman), and reduce user demand for support. In addition, the City should expand the use of the existing licensed Spillman policing system by revisiting the implementation to assure that the maximum capability is realized from the City's investment; including, but not limited to additional training for Spillman users.

6. Data redundancy does not exist within the City, leaving critical applications at risk of limited availability if the network is down.

We recommend the City should consider that the SAN be duplicated. Adding a secondary SAN to the City's system will make "snapshotting" of data available; thereby, allowing redundancy and failover in the event of primary storage failure. Some of the benefits of SAN duplication would be:

- Better disk utilization
- Provides a disaster recovery solution for critical applications
- Greater availability of application, less downtime

Separate storage networks will help the City's IT performance and alleviate disruptions for critical and non-critical applications.

7. The City has Munis modules already licensed; however, all Munis modules are not being used to their full capacity.

Assess the current configuration of the Munis (perform a health check) components to ensure that all licensed modules are being used to their maximum capability; thereby, allowing the City to exploit the maximum amount of value. Expand the use of existing Munis modules already licensed by the City; including, but not limited to: Human Resources for applicant tracking, benefits enrollment, grievance, workers compensation, personnel action forms, training, merit increases, and performance evaluation forms.

8. The City has Spillman modules already licensed; however, all Spillman modules are not being used to their full capacity.

Assess the current configuration of Spillman (perform a health check) components to ensure that all licensed modules are being used to their maximum capability; thereby, allowing the City to exploit the maximum amount of value. Expand the use of the existing licensed Spillman policing system by revisiting the implementation to assure that the maximum capability is realized from the City's investment; including, but not limited to additional training for Spillman users.

9. TrackIT!, the City's IT helpdesk ticketing system does not report metrics back to IT Division.

We recommend the use of TrackIT! be revisited to include the tracking of IT issues and resolutions, thus making better use of the City's licensed help desk tool TrackIT! by leveraging its capability of maintaining a knowledge base and metrics reporting capabilities. This help desk ticketing software will enable the City to efficiently respond to users through the ticketing software's ability to aid in answering technical and functional questions by providing improved methodologies for ticket tracking, IT management, and customer service support. Comprehensive help desk ticketing software integrates these elements; thereby, improving the ability of the IT help desk to provide fast and effective support to end users. In addition, formalized IT performance metrics (in addition to just service tickets) should be used related to IT Division goal setting and measurement of goal achievement. The use of TrackIT! will enable the flow of information from users to IT contributing to the knowledge base and aiding IT management through the use of support metrics and IT asset management. By combining all help desk support calls to one help desk ticketing application, onsite support can be provided and performed at each of the City's business segments while tracking overall user support and maintaining a database of combined institutional support knowledge.

10. Non-emergency telephone number/web application does not exist within the City.

We recommend the City explore the implementation of 3-1-1, a non-emergency public information line. This line is intended to divert routine inquiries and non-urgent community concerns to a central line where issues and concerns can be addressed by the appropriate City department. 3-1-1 lines are commonly used in many municipalities throughout the country, allowing citizens a toll-free number to call for immediate access to information and non-emergency city services. Calls can be answered during business hours by trained personnel to provide information or refer calls for services to the correct City department. Similarly, the City can setup a 3-1-1 website where citizens can submit a request, by selecting common questions/issues from a drop-down list or entering a key word to identify an issue or question.

11. The City currently allows its staff and management to use their personal devices to connect to the City's network (including accessing their email). Should a device get lost or stolen, the City's information could be accessible and therefore made public unintentionally. This is commonly referred to as Bring Your Own Device (BYOD). BYOD is becoming more commonplace as people adopt smart devices on their own and want to be connected to work 24X7. Enabling BYOD comes with the added challenge of keeping information secure and confidential on the employees' non-organization owned devices. Should a device get lost or stolen, the City's information could be accessible and therefore made public unintentionally.

It is important for the City's IT Division to employ strategies to meet user expectations, while simultaneously addressing the added challenges of security, availability, processing integrity and

confidentiality. Enterprise mobile device management (MDM) software is available to protect the City's information on BYOD devices along with City-owned mobile devices (iPads). MDM is primarily a policy and configuration management tool for mobile handheld devices, such as smartphones and tablets. MDM is based on the individual smartphone operating system. MDM helps manage the transition to a more complex mobile computing and communications environment by supporting security, network services, and software and hardware management across multiple OS mobile platforms. This is especially important as BYOD initiatives become more prevalent allowing continuous access to information. We recommend that the City invest in MDM software and require all BYOD devices (and City mobile computing devices) to install and activate the MDM prior to connecting to the City's network services. Although MDM features have rendered good service with little differentiation, the platforms are expanding deeper into enterprise mobile software and document management support. The City should look not just at a vendor's MDM technology but also at how well it can support enterprise mobile needs, including but not limited to" MobileIron, AirWatch, Zenprise, Good Technology, among others.

2.5 Infrastructure Findings and Recommendations

1. The City's wide-area network infrastructure is not redundant or as fault tolerant as the City would need. The City is currently reliant on a series of T1 lines for its wide-area network communications. The T1 connectivity is slow and in some cases, problematic.

We recommend that the City contract with a provider to run a high-speed fiber-optic backbone for the City's wide-area network between the various City facilities. In addition, due to the City's flat terrain, the City should implement a microwave backhaul for network redundancy of its critical wide-area network.

The result will be a faster and more fault tolerant wide-area network capable of supporting the City's network demands along with the ability to support a physical communications failure via unbound media (the microwave backhaul).

2. According to the information received and interviews conducted as part of this evaluation, we could identify no formally adopted refresh cycle for a large portion of desktop and infrastructure assets.

IT infrastructure refresh cycles are meant to help keep information assets updated and capable of making use of the current applications and technology available. The intent of adhering to an IT refresh cycle is to maximize the productive use of the City's IT installed investments, while minimizing the cost of purchasing, provisioning, and supporting them. It also helps even out spending for IT resources over a reasonable time frame, and avoiding large, infrequent spending events. We recommend that the City's IT refresh cycle be aggressively implemented over the next two to three years due to the age of much of the desktop computer inventory. After that, it would be best to have a life cycle of no more than three or four years for computers. It is often easy to base this length of time on the available warranties from the hardware vendor. The same should be done for infrastructure devices such as servers, network switches, and other 'backend' equipment. Often this replacement cycle is five or more years because of the cost and capabilities of this type of equipment.

3. RightFax was never configured appropriately, and does not allow for private fax lines. RightFax server is a network fax software application that runs on a Windows platform. This solution allows you to send and receive faxes to your desktop PC.

We recommend that the City re-implement and setup RightFax to allow for private faxing to and from each individual City staff members desktop computer. City employees would greatly benefit

from this, since they would be able to send/receive a fax from your computer, and provide the sender with a personal computer fax number provided by the IT Division for all City employees, along with the added benefit of having faxes come directly to the recipients email (when a fax is delivered, the recipient will receive an email notification), sender and receiver validation, and non-repudiation. Faxed documents can be filed (similarly to emails), archived, and searched just like any other email, making it easy to retrieve and manage faxes after creation.

4. The City's quality of the Council broadcasts at times is of poor quality, making it cumbersome for citizens at home to follow along during live City Council meetings or watch them at a subsequent date.

We recommend the City invest in a network traffic shaper to optimize or guarantee performance, improve latency, and increase usable bandwidth for critical City business systems including City Council broadcasts. A traffic shaper would improve traffic performance and keep the network free of congestion. Benefits of implementing a traffic shaper include:

- Speed limiting for bandwidth-intensive applications and protocols
- Flexible address and port filtering
- Acknowledgement prioritization of legitimate traffic to speed up congested links
- Real-time traffic monitoring and stream statistics.

5. City council members do possess iPads; however, the iPads are of limited utility as they do not have broadband capability.

City Council (and Director level and above) should have Broadband enabled iPads to maximize efficiency during council meetings.

SECTION THREE

Strategic Development

3.0 STRATEGY DEVELOPMENT

3.1 Overview

This section presents the strategic technology recommendations, along with their attendant benefits, organized as follows:

- Technology Vision
- Technology Mission
- Measurement of IT Goal State
- Linkage of Strategic Issues and Recommendations
- IT Governance Recommendations
- IT Service Delivery Recommendations
- Application Recommendations
- Infrastructure Recommendations
- Benefits

3.2 IT Department Vision and Mission

The IT Department's vision and mission work together since by definition an organization's vision is the definition of its desired or intended future state in terms of its fundamental objective and strategic direction. The vision is a long term view that describes how the organization would like it to operate. The mission is the definition of the fundamental purpose of the organization. The mission succinctly describes why the organization exists and what it does to achieve the vision.

3.2.1 Vision

The future IT Departmental vision statement must consider the needed services to maintain a modern technology infrastructure that will support the City's management, staff, stakeholders, and ultimately the community. To unite the City's stakeholders and provide ongoing direction, a technology vision must be shaped to define an image of the future in terms of technology, functionality, structure, and use. The vision must be aligned with the overall organization's business plans and direction. The end result will be practices that will help ensure a consistent and effective approach is taken to acquire, monitor, maintain, deploy, and use technology that ultimately brings many benefits to the City's management, staff, and ultimately the public.

The vision must incorporate an appropriately governed and controlled IT Department with suitable metrics to measure the IT Department's effectiveness in meeting the mission of the City. The vision should ensure that systems are maintained appropriately, monitored for potential issues, tuned to operate at optimal levels, kept current, are dependable, and secure.

The technology vision is a concise statement to guide the City's efforts and provide guidance related to how technology will be obtained, delivered, and utilized in the best interests of its management, staff, community, and other stakeholders. The vision will emphasize the importance of providing solutions that will ensure the highest level of service. The overarching technology vision of the City will state that:

All City information and information-based services are acquired, monitored, tuned, maintained and kept current in the most cost-effective manner possible. Information and information-based services will be acquired in order to assist the City in delivering the necessary services to the City customers cheaper, better, and faster. All systems acquired and/or developed will be maintained, secured, and appropriately backed up to ensure data availability, data integrity, and data confidentiality.

3.2.2 Mission

A departmental mission statement defines the main purpose of a department within an organization, the reason for its existence and must be tied to the overall mission statement of the enterprise. Therefore, the mission statement for the future IT Department is a declaration of IT Department's "reason for being" -- it reveals the long-term vision (as presented above) in terms of what it wants to be and whom it wants to serve.

A clear mission statement is essential for establishing goals and objectives and for formulating plans to meet those goals and objectives. It is the foundation for priorities and is the starting point for the design of the strategic plan. Accordingly, in order to develop a mission statement that addresses the needs of the City and the IT Department, the following questions should be addressed:

- a) **Who is the IT Department?** The IT Department provides IT applications, IT support services, and IT infrastructure services to the City management, staff, stakeholders, and ultimately the community.
- b) **Who does the IT Department serve?** All City customers (internal and external).
- c) **What does the IT Department do?** Advise, support, develop (where appropriate), maintain, enhance, and deliver IT solutions.
- d) **How does the IT Department perform its duties?** The IT Department operates in alignment with the business and operational objectives of the City and the community.

As a result of the above, the mission of the City's future IT Department is therefore:

"To provide support for the technology solutions implemented, enabling the City staff to meet their goals and be open, responsive, and accountable while serving the public with integrity."

To assure alignment of the IT Department's mission with the organization's overall mission, the IT Department must evaluate the City's enterprise-wide mission statement and assure that the Departmental mission statement will work as connected to the enterprise-wide mission. The IT Department's mission statement will indicate what parts of the overall mission the IT Department represents and where the IT Department fits in the enterprise. Therefore, the IT Department's mission statement is derived from and supports the overall mission statement of the enterprise.

The City's mission statement is as follows:

"The City of Maricopa will be open, responsive, and accountable while serving the public with integrity."

Therefore, the IT Department's mission statement supports the overall City mission by enabling the operating units of the City to fulfill their missions by delivering IT solutions to be aligned with the business and operational objectives of the City and the community it serves.

3.3 Measurement of IT Goal State

The IT goal state (or vision as presented above) is necessary to define the agreed-upon future related to the IT operations of the City. The goal state considers the four key generally accepted IT dimensions of:

- IT Governance,
- IT Service Delivery,
- Applications, and
- Infrastructure.

Inherent in the mission of the IT Department presented above is the requirement to provide information processing capabilities that benefit the City. In order to fulfill this mission, IT must provide the following services while managing costs and prioritizing requests to optimize value:

- Operate and support the infrastructure required to process, store, secure, and communicate information;
- Operate and support the City's applications that process information;
- Provide technology consulting, training, and planning services;
- Employ, train, and deploy staff required to provide these services; and
- Plan, develop (where necessary and required), purchase, test, and implement new infrastructure or software to fix problems or provide enhanced information processing capabilities to the business.

Critical to any goal is the ability to measure (the metrics) the steps to reach it. The metrics are used to measure the success and/or failure of each of the strategic initiatives meant to reach the goal state. By reporting metrics on a regular basis (monthly is the minimum recommended reporting period), trends can be observed across the reporting periods. In many cases, the trends are more important than the actual values.

In order to assure accountability and appropriate measurement of the achievement of the IT Vision and Mission, the following general categories of metrics are identified for the IT Department. It is important to point out that the intent of the metrics is more important than the specific terminology used to describe the metric.

- Ensure the availability of existing processing capabilities;
- Utilize available staff resources efficiently;
- Timely response to business requests for new features or services;
- Ensure the successful implementation of system changes; and
- Manage the cost of delivering IT and optimize value.

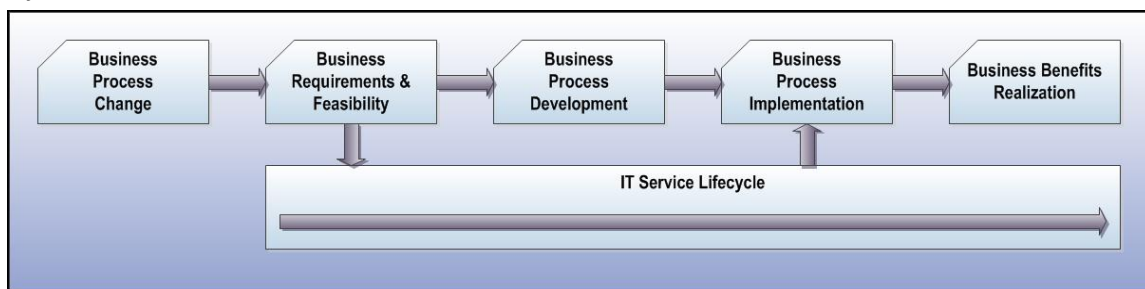
3.4 Linkage of Strategic Issues and Recommendations

Strategic Technology Issue	Key Recommendation	Major Benefit
1) How can the City's technology governance process ensure that resources are secure and allocated in a timely and efficient manner?	• Formalize an Information Technology Steering Committee. • Perform an internal business impact analysis (BIA) for each operating Department. • Identify application and data owners; once identified, develop and implement a policy and set of procedures for applying security classifications. • Implement a requirement for Business Case development prior to expending any resources on IT related projects. • Develop a complete set of key performance metrics including but not limited to IT service related metrics. • Recruit an IT Director position and restructure the IT Department. • Adhere to an IT refresh cycle to maximize the productive use of the City's IT installed investments.	• An understanding of detailed direction regarding mission and purpose, authority, responsibility, scope of activities, and membership structure. • Knowledge of what impact a disruptive event would have on the City. • Knowledge and direction of how data should be handled and secured based on application knowledgeable executive management. • Implementation of a vehicle to assure that IT asset acquisitions are aligned with stakeholder and City mission expectations. • Increased IT Department accountability for performance and a measurement tool for successful implementation of the Information Technology Evaluation and Strategic Technology Plan. • Strategic oversight and management of the City's IT function. • Realization of maximized use of IT installed investments, and minimized cost of purchasing, provisioning, and support.

Strategic Technology Issue	Key Recommendation	Major Benefit
	Develop a complete set of key performance metrics including but not limited to IT service related metrics.	Increased IT department accountability for performance and a measurement tool for successful implementation of the Technology Evaluation and Strategic Technology Plan.
2) How can the City leverage technology to improve services to its citizens and business partners?	- Develop and implement internal Service Level Agreements (SLAs) with customer user departments. - Assign and/or recruit application specialties to IT team members enabling the support for user departments. - Implement a City Microsoft Enterprise Agreement. - Refocus the training program for MUNIS and Spillman. - Standardize and normalize software across the user base - Re-implement MUNIS and Spillman applications.	- A consistent City-wide understanding of IT accountability, boundaries, and expectations. - Efficient and effective use of City IT assets by all users City-wide. - Operating system and productivity software that is maintained and kept up-to-date and supported with appropriate training resources. - Provide timely training which meets the current needs of the user base thus providing a more productive work force. - Users are able to leverage each other and the environment will become more stable and efficient. - Additional capabilities can be utilized to provide greater detail and functionality for users.

Strategic Technology Issue	Key Recommendation	Major Benefit
3) What improvements should the City make to its application portfolio?	- Update the service desk software. - Business process reengineering and/or additional software investments.	- A more functional system will help prevent users from going around the processes. - Through a combination of business process reengineering and/or further investments in software, staff will become more effective and efficient.
4) How can the City improve its technical infrastructure to secure and support its needs?	- Implement better change control. - Implement the IT refresh cycles.	- Changes to systems and infrastructure when planned will provide a better user experience and reduce unplanned downtime. - Systems which are not technologically obsolete will allow the City to maintain current software and patches.

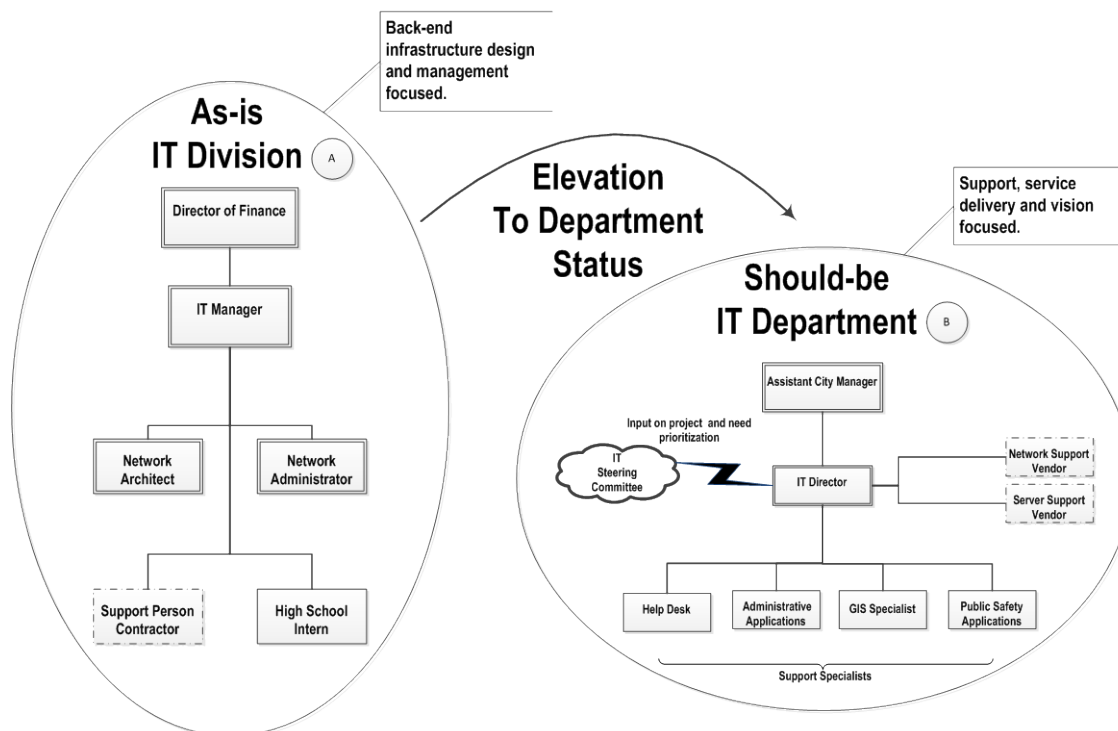
The linkage of strategic issues and recommendations above assumes changes in the IT departmental organization; as well as, the addition of some skill sets. It will be important that the right interfaces and links exist between the operating departments and the IT Department. Without appropriate interfaces, the IT Department can become reactive rather than proactive. Each and every IT investment the City makes should be considered a new or changed service. Therefore, the linkage between the operating departments and IT must begin when designing new or changed services, it is vital that the entire service lifecycle involve both the operating departments and the IT Department. Often difficulties occur in operations when a newly designed service is handed over for “go-live” from a vendor where the IT Department’s involvement was limited. The diagram below presents the actions necessary from the onset of an IT investment (new or changed service) to assure that service is designed into each and every IT asset.



As a beginning point to achieve the IT Departmental architecture needed by the City, the IT Department organization structure should be altered as follows.

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

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.



With respect to the suggested organizational changes, some “culture shift” within both IT and the City must also take place. Examples of these include, but are not limited to:

1. The new IT Director will provide oversight, governance, and an overall advisory role as a resource to the City’s operating departments.
2. It is critical for IT to be actively involved with its user departments enabling a deep understanding of their business operations and challenges. This involvement provides value in the support of the City’s evolution through changes in operating climate and technology advancement. Therefore, the IT Director should have at a minimum, monthly meetings with each of the operating department leaders to achieve a deep understanding of their business operations and challenges, during the City Manager meetings.
3. The portfolio of IT projects must be managed by the new IT Director and will function as an internal resource for managing all IT project initiatives on behalf of the City. The IT Director will use an internal project management methodology ensuring that no internal shortcuts are taken on any IT project initiative. This includes but is not limited to adequate go or no-go evaluation, user acceptance testing, training, migration, and cut-over.

Section Two provides the detailed recommendations related to the linkage of strategic issues and recommendations from above.

SECTION FOUR

Implementation Plan

4.0 IMPLEMENTATION PLAN

4.1 Overview

The recommendations provided previously in Section Two, result in a series of key projects aimed at improving City's IT governance, IT service delivery, value of the applications in use, and value of the IT infrastructure. In addition, the key projects should improve both the value of the applications to City and the IT infrastructures serviceability.

This section outlines the projects and the anticipated schedule necessary to implement the recommendations.

4.2 Critical Success Factors

Critical success factors are those elements that are necessary for the organization to achieve the benefits outlined above. In addition, they are the critical components or activities required for ensuring the success of those projects outlined above. With the project's success comes the realization of improvements in the City's IT governance, service delivery, infrastructure and applications; thereby, improving the organization with the desired efficiency and effectiveness of its operations.

The following outlines critical success factors for implementing the recommendations of this Information Technology Evaluation and Strategic Technology Plan:

- There is a consensus from City management and the City Council for the implementation of the recommendations from the Information Technology Evaluation and Strategic Technology Plan and the related initiatives.
- The operating departments recognize that the recommendations from the Information Technology Evaluation and Strategic Technology Plan and the related initiatives effectively balance the operating departmental goals with those of the IT Department.
- The City commits to a disciplined implementation of the recommendations from the Information Technology Evaluation and Strategic Technology Plan and the related initiatives.
- Funding is made available for the implementation of recommendations from the Information Technology Evaluation and Strategic Technology Plan and the related initiatives, as well as for ongoing support and maintenance needs (where necessary).
- Effective change management and communication strategies will be employed as part of the recommendations from the Technology Evaluation and Strategic Technology Plan and the related initiatives.
- A technology decision making model that utilizes Business Case Development will be fully-implemented and utilized by City as part of the recommendations from the Information Technology Evaluation and Strategic Technology Plan and the related initiatives.
- The City will make an ongoing investment in staff training to maximize productivity gains for technology investments.

4.3 Recommended Projects

As with the previous sections, the individual projects associated with the implementation plan are classified into the four IT dimensions.

- **IT Governance**

Those project(s) that establish overall technology-related direction, policies, and procedures to assure that IT decision making is aligned with the mission and objectives of the organization.

- **IT Service Delivery**

Those project(s) that create the necessary organizational structures and supporting processes that assure the City's information technology investment is being used to provide efficiency and effectiveness in support of the overall mission and vision of the organization.

- **Technical Infrastructure**

The project(s) oriented toward putting in place the hardware, systems software, databases, and network components to support the application architecture and service delivery needs.

- **Applications**

The software project(s) that address specific management, decision support, and operational business needs to improve or enhance the City's ability to service the community it serves in an efficient and effective manner.

IT Governance Projects	
GO1	Restructure the IT Division to include an IT Director with the capability of implementing an IT vision supporting the City's and its Stakeholder's overall vision and mission, and remove the IT Division from the Finance Department and elevate it to IT Department status.
GO2	New IT Director selected should possess the skills necessary to provide the necessary vision and creativity to develop solutions to solve business issues facing the City through the use of technology; in addition, the IT Director should also be creative enough to use technology to solve the issues that the City will likely face in the future as they move to realize their vision.
GO3	The City should invest in a Microsoft Enterprise (Volume License) agreement to ensure that office automation and other Microsoft systems (including backend server systems) are kept current and up-to-date, and the City maintains the flexibility to augment and update systems when and where needed.
GO4	Implement an "IT Steering Committee" as part of the weekly City Administrator meetings. Once per month, the IT group would report out to the City's functioning business units during the meetings.
GO5	The City should identify application and data owners; once identified, the City should develop and implement a policy and set of procedures for applying security classifications to their applications and data.
GO6	Implement a data archiving exercise to assure that databases only contain active, needed, and required data. Archive old records that are no longer needed within the Spillman Police system to maximize the efficiency of the City's Spillman software.
GO7	All IT staff members should be required to maintain competency via a requirement for a minimum number of approved continuing technical training hours per year.
GO8	The City should develop an enhanced internal intranet site, using SharePoint for communication and server central repository for: knowledge base, common forms, and information.

IT Governance Projects	
GO9	Each department should perform a Business Impact Analysis (BIA) to identify each department's critical information and critical IT resources. In addition, each department should identify alternate or manual operating procedures to be performed for an interim period in the event the identified critical information or IT resources are unavailable.
GO10	The City's IT Steering Committee should implement a requirement for Business Case development prior to expending any resources on IT related projects.

IT Service Delivery	
SD1	Enhance the public safety information technology support through the addition of a Public Safety Support Specialist via an overall IT Department reorganization effort.
SD2	In addition to a public safety support specialist, contract with the local telephone service provider for the installation of standard POTS lines at each of the City's Fire Stations.
SD3	The City should re-evaluate the connectivity between community services and City systems, ensuring necessary bandwidth and redundancy.
SD4	The City should develop a strategy for the outsourcing of specific tasks and mechanisms, as an example: strategically outsourcing network design and maintenance; server implementation and maintenance; as well as support of non-Windows based computer i.e.- Apple, Linux, and others. Explore the possibility of interlocal agreements for the support services related to critical applications such as, Spillman and MUNIS.
SD5	Communications between Global Water (the contractor maintaining the City's GIS shape files) and the City's IT Department should be reassessed to ensure GIS systems and future AVL systems maintained or enabled to support the public safety need of the community.
SD6	Enhance the existing communication vehicles and provide additional training to the elected officials to enhance this communication medium.
SD7	The City should develop a mobile computing strategy (development of citizen ready iPhone, Android, and other PDA and Tablet CRM applications); whereby, elected officials would benefit from a more interactive relationship with their constituents around issues and services of interest to the community.

Applications	
AP1	Enhance the City's helpdesk solution and use of the application's knowledge base should be expanded. In addition, some staff education should occur around the helpdesk software itself, self-service lookups, and how to best utilize it.
AP2	Development of standards and procedures for software baselines and checklist that can be used to ensure that systems are built as per the user's need.

AP3	IT must play a key role in providing support for business users when problems arise. This includes having an understanding of how the application functions and working with both the user and the vendor. Newly recruited support staff for Munis and Spillman attend vendor training as soon as practical. In addition, newly recruited support staff should actively participate in each of the user operating departments planning meetings.
AP4	Retrain staff on the available Munis components. This would increase the utilization in valuable assets that the City has already invested in, and reduce user demand for support.
AP5	Retrain public safety staff on the use of Spillman components. This would increase the utilization in valuable assets that the City has already invested in, and reduce user demand for support.
AP6	The City should consider that the SAN be duplicated. Adding a secondary SAN to the City's system will make "snapshotting" of data available; thereby, allowing redundancy and failover in the event of primary storage failure.
AP7	Assess the current configuration of the Munis (perform a health check) components to ensure that all licensed modules are being used to their maximum capability; thereby, allowing the City to exploit the maximum amount of value.
AP8	Assess the current configuration of Spillman (perform a health check) components to ensure that all licensed modules are being used to their maximum capability; thereby, allowing the City to exploit the maximum amount of value.
AP9	The use of TrackIT! should be revisited to include the tracking of IT issues and resolutions.
AP10	Explore the implementation of 3-1-1, a -non-emergency public information line.
AP11	The City should invest in mobile device management software and require all employee owned devices (and City mobile computing devices) to install and activate the mobile device management software prior to connecting to the City's network services. This will allow the City to control devices in the event one is lost or stolen.

Technical Infrastructure	
IN1	The City should contract with a provider to run a high-speed fiber-optic backbone for the City's wide-area network between the various City facilities. In addition, due to the City's flat terrain, the City should implement a microwave backhaul for network redundancy of its critical wide-area network.
IN2	The City's IT should implement a refresh cycle for the next two to three years due to the age of much of the desktop computer inventory.
IN3	Allow individual fax lines from RightFax directly to each individual email boxes and desktop.
IN4	A network traffic shaper should be acquired and installed to optimize or guarantee performance, improve latency, and increase usable bandwidth for critical City business systems including City Council broadcasts.
IN5	The City Council (and Director level and above) should have Broadband enabled iPads to maximize efficiency during council meetings.

4.4 Summary of Project Costs

The key projects identified above to improve City's IT governance, IT service delivery, value of the applications in use, and value of the IT infrastructure may or may not require an investment by the City. This section provides single year one-time costs along with any recurring annual costs necessary for the maintenance of the project.

The table below is organized by priority; then by project based on its IT Dimension. Each cost (estimate) listed includes comments related to cost analysis and conclusion.

IT Dimension	Recommended Remediation / Actions	Priority	Single One-time Costs	Recurring Annual Costs	Comments
AP04	Retrain staff on the available Munis components. This would increase the utilization in valuable assets that the City has already invested in, and reduce user demand for support.	High	\$10,400 to \$20,800	-	Estimated at \$2,600 per week for one to two months.
AP05	Retrain public safety staff on the use of Spillman components. This would increase the utilization in valuable assets that the City has already invested in, and reduce user demand for support.	High	\$10,400 to \$20,800	-	Estimated at \$2,600 per week for one to two months.
GO01	Restructure the IT Division to include an IT Director with the capability of implementing an IT vision supporting the City's and its Stakeholder's overall vision and mission, and remove the IT Division from the Finance Department and elevate it to IT Department status.	High	-	\$370,000 to \$450,000	IT Director - \$105,000 Spillman - \$80,000 Munis - \$75,000 Help Desk - \$65,000 GIS - \$90,000 (+ 10% margin)

IT Dimension	Recommended Remediation / Actions	Priority	Single One-time Costs	Recurring Annual Costs	Comments
GO02	New IT Director selected should possess the skills necessary to provide the necessary vision and creativity to develop solutions to solve business issues facing the City through the use of technology; in addition, the IT Director should also be creative enough to use technology to solve the issues that the City will likely face in the future as they move to realize their vision.	High	-	-	Costs included in GO01 above.
SD01	Enhance the public safety information technology support through the addition of a Public Safety Support Specialist via an overall IT Department reorganization effort.	High	-	-	Costs included in GO01 above.
SD02	In addition to a public safety support specialist, contract with the local telephone service provider for the installation of standard POTS lines at each of the City's Fire Stations.	High	-	\$84.00	Simple dial line.
SD03	The City should reevaluate the connectivity between community services and City systems, ensuring necessary bandwidth and redundancy.	High	\$50,000 to \$75,000	\$60,000 to \$120,000	Pulling fiber through existing conduits and monthly fiber rental.

IT Dimension	Recommended Remediation / Actions	Priority	Single One-time Costs	Recurring Annual Costs	Comments
SD04	The City should develop a strategy for the outsourcing of specific tasks and mechanisms, as an example: strategically outsourcing network design and maintenance; server implementation and maintenance; as well as support of non-Windows based computer i.e. Apple, Linux, and others. Explore the possibility of interlocal agreements for the support services related to critical applications such as, Spillman and MUNIS.	High	-	\$36,000 to \$62,000	Annual support fees.
AP06	The City should consider the SAN be duplicated. Adding a secondary SAN to the City's system will make "snapshotting" of data available; thereby, allowing redundancy and failover in the event of primary storage failure.	High	\$50,000 to \$75,000	\$6,000 to \$11,250	Cost of new SAN plus annual maintenance fee of 15% original cost.
GO03	The City should invest in a Microsoft Enterprise (Volume License) agreement to ensure that office automation and other Microsoft systems (including backend server systems) are kept current and up-to-date, and the City maintains the flexibility to augment and update systems when and where needed.	High	-	\$32,250 to \$37,000	For 215 licenses, a three year commitment between \$97,750 and \$111,000, or \$32,250 to \$37,000 per year.

IT Dimension	Recommended Remediation / Actions	Priority	Single One-time Costs	Recurring Annual Costs	Comments
GO04	Implement an "IT Steering Committee" as part of the weekly City Administrator meetings. Once per month the IT group would report out to the City's functioning business units during the meetings.	High	-	-	No outside cost.
GO07	All IT staff members should be required to maintain competency via a requirement for a minimum number of approved continuing technical training hours per year.	High	-	\$12,500	5 staff members at \$2,500 annually for education.
SD05	Communications between Global Water (the contractor maintaining the City's GIS shape files) and the City's IT Department should be reassessed to ensure GIS systems and future AVL systems maintained or enabled to support the public safety need of the community.	High	-	-	Costs included in GO01 above.
AP07	Assess the current configuration of the Munis (perform a health check) components to ensure that all licensed modules are being used to their maximum capability; thereby, allowing the City to exploit the maximum amount of value.	Medium	\$10,400 to \$20,800	-	Estimated at \$2,600 per week for one to two months.
AP08	Assess the current configuration of Spillman (perform a health check) components to ensure that all licensed modules are being used to their maximum capability; thereby, allowing the City to exploit the maximum amount of value.	Medium	\$10,400 to \$20,800	-	Estimated at \$2,600 per week for one to two months.

IT Dimension	Recommended Remediation / Actions	Priority	Single One-time Costs	Recurring Annual Costs	Comments
IN04	A network traffic shaper should be acquired and installed to optimize or guarantee performance, improve latency, and increase usable bandwidth for critical city business systems including City Council broadcasts.	Medium	\$33,000 to \$41,000	\$5,000 to \$6,150	Market price (Packeteer)
SD06	Enhance the existing communication vehicles and provide additional training to the elected officials to enhance this communication medium.	Medium	-	-	Complete with existing staff.
IN03	Allow individual fax lines from RightFax directly to each individual email boxes and desktop.	Medium	-	-	Complete with existing staff.
AP09	The use of TrackIT! should be revisited to include the tracking of IT issues and resolutions.	Medium	-	-	Complete with existing staff.
AP11	City should invest in mobile device management software and require all employee owned devices (and City mobile computing devices) to install and activate the mobile device management software prior to connecting to the City's network services. This will allow the City to control devices in the event one is lost or stolen.	Medium	-	\$10,320	\$4.00 per month per managed device. Assumed 1 device per employee.

IT Dimension	Recommended Remediation / Actions	Priority	Single One-time Costs	Recurring Annual Costs	Comments
AP03	IT must play a key role in providing support for business users when problems arise. This includes having an understanding of how the application functions and working with both the user and the vendor. Newly recruited support staff for Munis and Spillman attend vendor training as soon as practical. In addition, newly recruited support staff actively participates in each of the user operating departments planning meetings.	Medium	-	-	Complete with existing staff.
IN02	The City's IT should implement a refresh cycle the next two to three years due to the age of much of the desktop computer inventory.	Medium	-	\$107,500	Assumed \$1,500 per staff member every 3 years. (215 staff / 3) * \$1,500.
GO06	Implement a data archiving exercise to assure that databases only contain active, needed and required data. Archive old records that are no longer needed within the Spillman Police system to maximize the efficiency of the City's Spillman software.	Medium	-	-	Complete with existing staff.
IN01	City should contract with a provider to run a high-speed fiber-optic backbone for the City's wide-area network between the various City facilities. In addition, due to the City's flat terrain the City should implement a microwave backhaul for network redundancy of its critical wide-area network.	Medium	-	-	Cost included in SD03.

IT Dimension	Recommended Remediation / Actions	Priority	Single One-time Costs	Recurring Annual Costs	Comments
IN05	City Council should have Broadband enabled iPads to maximize efficiency during council meetings.	Medium	\$3,500	\$4,200	Cost of iPads.
GO05	The City should identify application and data owners; once identified, the City should develop and implement a policy and set of procedures for applying security classifications to their applications and data.	Medium	-	-	Complete with existing staff.
GO09	Each department should perform a Business Impact Analysis (BIA) to identify each department's critical information and critical IT resources. In addition, each department should identify alternate or manual operating procedures to be performed for an interim period in the event the identified critical information or IT resources are unavailable	Medium	-	-	Complete with existing staff.
GO10	The City's IT Steering Committee should implement a requirement for Business Case development prior to expending any resources on IT related projects.	Medium	-	-	Complete with existing staff.
SD07	The City should develop a mobile computing strategy (development of citizen ready iPhone, Android, and other PDA and Tablet CRM applications); whereby, elected officials would benefit from a more interactive relationship with their constituents around issues and services of interest to the community.	Medium	-	-	Complete with existing staff.

IT Dimension	Recommended Remediation / Actions	Priority	Single One-time Costs	Recurring Annual Costs	Comments
AP02	Development of standards and procedures for software baselines and checklist that can be used to ensure that systems are built per the user's need.	Low	-	-	Complete with existing staff.
GO08	The City should develop an enhanced internal intranet site, using SharePoint to communication and server central repository for: knowledge base, common forms, and information.	Low	-	-	Complete with existing staff.
AP01	Enhance the City's helpdesk solution and use of the applications knowledge base should be expanded. In addition, some staff education should occur around the help desk software itself, self-service lookups, and how to best utilize it.	Low	-	-	Complete with existing staff.
AP10	Explore the implementation of 3-1-1, a -non-emergency public information line.	Low	-	-	Unknown at this time. There are potential grant opportunities.

4.5 Recommended Project Schedule

The Information Technology Evaluation and Strategic Technology Plan Assessment is the roadmap to the beginning of the City's process of developing a long-term information technology strategic plan and roadmap. In the coming weeks and months, the City's executive management should review the summary findings, recommendations, and their related priorities. This path begins the City's planning and budgeting process for mitigating the findings by implementing the recommendations through a City long-term information technology strategic plan and roadmap.

As a general rule, those recommendations with little or no dollar investment identified as high and medium priorities will be scheduled for the earlier years in a three to five year plan; and those items of moderate to high dollar investment identified as medium to high priorities will follow. Finally, recommendations identified as low priorities requiring a dollar investment will need to be evaluated based on the investment payback to determine if and when they would be implemented; those lower priority items where little or no dollar investment will typically be scheduled as staff availability and timing allows.

Another way of viewing a future plan will be to prepare a schedule based on a phased approach. In either case, the scheduling result is the same. In a phased approach, the City's Technology Evaluation and Strategic Technology Plan Assessment would be structured into three phases.

Phase One: Establish a proper management and IT foundation for subsequent growth, enhancement, and implementation processes (in most cases, items with little or no dollar investment identified as high and medium priorities).

Phase Two: Deploy more secure and efficient technologies to increase productivity. In addition, this phase addresses the need for a critical new infrastructure prioritized in terms of the value to be delivered to end-users (in most cases, items of moderate to high dollar investment identified as medium to high priorities).

Phase Three: Deploy major and complex technologies that will move the City forward. This phase will initiate as work is underway for Phases One and Two, but will progress in an incremental and phased manner to avoid the pitfalls of hasty and poorly planned implementation (in most cases, items as low priorities requiring a dollar investment).

The timing of strategy implementation is important. Some items are considered dependent on others and should not be implemented until prior work has been completed. The three phases are depicted in

Table 1: Item Phasing below along with the timing for each phase.

Legend:

Planning (if relevant)	Implementation	Ongoing (if relevant) →
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Rank	IT Dimension	Recommended Remediation / Actions	Priority	Year					5 (and beyond if relevant)
				1	2	3	4		
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			→			
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						
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						

SECTION FIVE

Exhibits

5.0 EXHIBITS

Exhibit A – Sample Job Description Information Technology Director
Exhibit B – Sample Job Description Administrative Application Support Specialist
Exhibit C – Sample Job Description Spillman Application Administrator
Exhibit D – Sample Job Description GIS Support Specialist
Exhibit E – Sample Job Description Help Desk Support Specialist
Exhibit F – IT Steering Committee Charter
Exhibit G – Sample Business Case
Exhibit H – Sample Business Impact Analysis
Exhibit I – Sample IT Performance Metrics
Exhibit J – Survey Overview
Exhibit K – Survey Comment Question Summary
Exhibit L – Sample Mobile Computing & Security Policy

GENERAL PURPOSE

The Information Technology Director (IT Director) performs a variety of complex technical, administrative, and supervisory work in the planning, support, development, installation and maintenance of information technology systems.

REQUIRED SKILLS

The IT Director must possess the communication skills necessary to motivate technology actions within the City and:

- inspire change, stimulating both management and staff to embrace new technology as it is implemented,
- develop key relationships both within the City and with the City's IT strategic partners,
- act as a technology relationship manager and trusted advisor to both City management and its stakeholders, and
- manage the complex and challenging change efforts necessitated by technology deployments.

SUPERVISION RECEIVED

The IT Director works under the general direction of the Assistant City Manager.

SUPERVISION EXERCISED

The IT Director exercises supervision over all staff within the IT Department including the:

- Administrative Application Support Specialist
- Public Safety Application Support Specialist
- Help Desk Support Specialist
- Other future IT Department staff positions

In addition, the IT Director will exercise supervision, provide direction and control over the IT strategic outsource vendors/partners. This includes, but is not limited to, both the network support and server support vendors.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The IT Director oversees the positions described above under Supervision Exercised.

Manage and oversee assigned operations to achieve goals within available resources; plans and organizes workloads and staff assignments; trains, encourages and evaluates assigned staff; reviews progress and directs changes as needed.

Furnish leadership and direction in the development of short and long range IT plans; collects, interprets, and prepares data for studies, reports and recommendations; coordinates department activities with other departments and where necessary agencies.

Provide IT advice to supervisors and stakeholders; makes presentations to supervisors, the City Council, and where necessary focus groups and the general public.

In addition the Information Technology Director has the essential duties and responsibilities for:

- Participating in the IT Steering Committee (made-up of executive management from the City's operating

departments) meetings building an understanding the City's business and IT needs.

- Assuring that assigned areas of responsibility are performed within budget; performs cost control activities; supervises expenditures in assigned area to assure sound fiscal control; prepares annual budget requests; assures effective and efficient use of budgeted funds, personnel, materials, facilities, and time.
- Preparing work procedures, prepare work schedules, and expedite workflow; study and standardize procedures to improve efficiency and effectiveness of IT operations within the City.
- Issuing written and oral instructions to IT staff; assign duties and inspect work for exactness, neatness, and conformance to policies and procedures.
- Performing or help subordinates in performing duties; adjusts errors and complaints.
- Preparing an assortment of IT studies, reports and related information for decision-making purposes.
- Confering with management to determine information requirements of departments to determine boundaries and priorities of data processing and office automation projects, and to discuss system needs.
- Consulting with senior management involved with proposed projects to insure cooperation and further define the nature of project.
- Preparing business case studies defining the potential project feasibility.
- Preparing progress reports to inform management of project status and deviation from goals.
- Coordinating with management, support staff, technical personnel, or vendors to solve problems, as essential.
- Reviewing reports of computer and peripheral equipment production, malfunction, and maintenance to determine costs and plan operating changes.
- Outlining system, database and security requirements for information technology systems.
- Overseeing the analysis, design, programming and administration of information technology systems.
- Preparing and soliciting requests for proposal for hardware and software solutions.
- Assisting staff to diagnose and solving computer equipment problems.
- Participating in technical projects including writing equipment and application specifications.
- Planning and implementing organization-wide information systems, services, and network facilities and peripheral systems.
- Overseeing the implementation and maintenance of organization-wide data and voice communication systems.

PERIPHERAL DUTIES

Assist in training staff in the use of computer hardware and software.

Represent the organization at various conferences and meetings.

Serve as a member of various employee committees and task forces.

DESIRED MINIMUM QUALIFICATIONS

Education and Experience:

- (A) Graduation from an accredited four-year college or university with a degree in information technology, management information services, computer science or a closely related field; and

- (B) Eight (8) years of progressively responsible related experience, including five (5) years experience in a supervisory capacity; or
- (C) Any equivalent combination of education and experience.

Necessary Knowledge, Skills and Abilities:

- (A) Extensive knowledge of information technology; considerable knowledge of data and voice communication systems; considerable knowledge of modern electronic data processing theory, principles, and practices; considerable knowledge of management information systems; considerable knowledge of office automation and computerized applications;
- (B) Skill in operating the listed tools and equipment;
- (C) Ability to prepare and analyze complex reports; ability to maintain efficient and effective automated systems; ability to develop simple software programs; ability to install and troubleshoot systems; ability to effectively supervise staff; ability to establish and maintain effective working relationships with employees and company officials; ability to communicate effectively orally and in writing.

General Purpose:

The Administrative Application Support Specialist's principal responsibility is to ensure the availability of all critical administrative application systems (primarily Munis) and the overall technology production support of the City's critical ERP business system. This includes responsibility for supporting the Organization's business users with their end-to-end ERP application technology needs. Additionally, the Administrative Application Support Specialist is responsible for managing the day-to-day initiatives related to ERP and ensuring timely and effective application incident management and problem resolution. The Administrative Application Support Specialist will also provide technical/functional expertise and implementation support.

In addition, the Administrative Application Support Specialist acts as the MUNIS Administrator who is responsible for the overall administration, development, and maintenance of Tyler's MUNIS Financial/HRIS product. This position assesses, plans and coordinates any MUNIS upgrades, administers roles and permissions, and assess work flow processes. This position will also coordinate and collaborate with department directors to ensure an effective staff development, change management, and system support program is implemented and maintained for business operations utilizing MUNIS.

SUPERVISION RECEIVED:

The Administrative Application Support Specialist works under the general direction of the IT Director.

SUPERVISION EXERCISED:

No supervisory duties are contained under the Administrative Application Support Specialist.

ESSENTIAL DUTIES:

- Identify and resolve high to critical complex production problems for support of the ERP system.
- Provide Level One and Level Two support for the ERP system and work with Tyler Technologies support group to address application issues.
- Work closely with the operating department teams, internal technology teams and external vendors to define, develop, and document of application related business requirements, objectives, deliverables, and specifications on a project-by-project basis.
- Monitor and identify trends and behaviors in systems support and implement processes to proactively monitor and address application issues to reduce business impact and increase system up-time.
- Assist in the definition, development, and documentation of software's business requirements, objectives, deliverables, and specifications on a project-by-project basis in collaboration with internal users and departments.
- Ensure that all system outages follow the severity notification process.
- Ensure that all internal and external system changes are managed and follow the problem and change management process.
- Perform technical maintenance of Tyler Technologies' MUNIS Finance/HRIS software.
- Strategically plan any MUNIS system upgrades, new modules, and enhancements to include user requirements, testing, training and development, and change management across all affected areas.
- Provides MUNIS operational support and on-going maintenance of patches/updates to include installation plan, testing and evaluating; initiate change requests and conferring with users, system administrators, and vendors.

- Analyzes and administers MUNIS security requirements, user roles, permissions and business rules across all MUNIS environments.
- Maintains Tyler Content Manager Enterprise and Employee Self-Service systems to ensure greatest efficiency.
- Liaisons between the administrative applications vendors, and users to identify potential issues and recommend solutions.
- Designs, implements, and maintains a comprehensive staff development program that supports MUNIS applications.
- Serves as the primary contact between the district and Tyler, including management of the contract and financial requirements (budgeting, monitoring expenses and reconciliation of invoices).

PERIPHERAL DUTIES:

Communication

- Assists in the facilitation of team and internal customer meetings related to ERP issues.
- Delivers informative, well-organized presentations related to Munis.
- Understands how to communicate difficult/sensitive information tactfully.

Technical Understanding

- Understands the City's business processes.

Problem Solving

- Identifies critical issues with ease.
- Exhibits confidence and an extensive knowledge of emerging industry practices when solving business problems.
- Pushes creative thinking beyond the boundaries of existing practices and client mindsets related to automating the City's business needs.

Teamwork

- Facilitates effective team interaction.
- Acknowledges and appreciates each team member's contributions.

Internal Customer Management

- Develops relationships with personnel that foster internal customer ties.
- Communicates effectively internal customers to identify needs and evaluate alternative business solutions with project management.
- Manages expectations effectively.

DESIRED MINIMUM QUALIFICATIONS:

- (A) Graduation from an accredited four year college or university with a degree in information technology, and/or business, management information services, computer science or a closely related field; and
- (B) Five (4) years of progressively responsible related experience including production support.
- (C) Three years documented experience in training of software applications.
- (D) Experience with MUNIS Financial/HRIS or similar ERP product.
- (E) Experience with relational databases and reporting tools, Microsoft SQL and Reporting Services preferred.
- (F) Experience with Crystal Reports

- (G) Experience with report and query writing
- (H) Excellent communication, presentation, writing, and organizational skills.



Spillman Application Administrator

The full administration of a computer system involves many sets of responsibilities, only one of which is to administer the Spillman applications your agency has purchased. This policy outlines the requirements and responsibilities for the person administering the Spillman applications. We call this person the “SAA” (Spillman Applications Administrator).

To facilitate your understanding of the entire scope of administering a full computer system, the following section lists some staffing considerations for maintaining a full system. You’ll notice that only one of these involves administering the Spillman software applications.

Spillman Applications Administrator (SAA)

The SAA coordinates the implementation, maintenance, troubleshooting, and training of the Spillman software. Responsibilities include setting up the Spillman tables as well as user groups, user privileges, various database parameters and any other database related requirements. Additionally, the SAA troubleshoots user problems and coordinates special needs with Spillman Technologies. As the training & support specialist, the SAA trains agency users on the use of the Spillman applications and operates a help desk for systems problems.

The SAA is also a data quality control specialist who checks key tables in the Spillman applications to ensure that the information contained therein has been properly entered. Names, Vehicle, and Property tables need to be checked regularly for duplicate records. Most agencies find that merging duplicate names in the database is a big job. Add to that the Property and Vehicle tables, and a full-time person is easily needed just for data quality control. The Geobase of addresses and zones requires a large amount of maintenance as well, and the responsibility for that may be placed here.

As mentioned previously, these tasks may require more than one person, depending on agency size and needs.

Spillman Applications Administrator duties/responsibilities

1. General duties

- **Dedicate time for administration.** Experience has shown that the administration of the Spillman software applications is, for the most part, a full-time job. In addition, the SAA(s) may be taking care of other aspects of your computer system, such as operating system.

- **Adjust agency policies and procedures when necessary.** Although the Spillman software is very powerful and flexible, there will always be additional features that some users would like to see added. Spillman Technologies will try to fulfill those requests whenever possible. However, some requested changes are neither feasible nor advantageous to the majority of Spillman software users. In these situations, the agency may need to change their procedures to comply with the requirements of the software. These changes are usually very minor and benefit the agency in the long run.
- **Convey to your users a good attitude about the Spillman software.** Your users will feel good about the Spillman software if you do. If your users are happy, it will make your job much more pleasant.
- **Coordinate all areas of the computer system.** Be involved with and aware of all aspects of the computer system. You are the main contact point, not only with your users but with all outside groups, other software vendors, the hardware vendor, etc.
- **Maintain a good line of communication with users.** Keep users aware of events affecting the system and policies concerning its use. To accomplish this, you may want to issue written memos and electronic memos (E-mail), and hold meetings with users.
- **Keep Spillman Technologies informed of who we will be working with.** Notify Spillman Technologies of any other individuals or groups that you would like us to work with and/or keep informed. We also need to know exactly what our relationship with them is.

2. Training duties

- **Attend Spillman training.** In order to understand all of the Spillman modules your agency uses, attend as much training as possible. You can then better assist your users when they have questions or problems.
- **Coordinate all user training.** See that all employees are properly trained. Implement an ongoing training plan to train new employees and to refresh employees already trained.
- **Distribute Spillman user's guides, Data Entry Standards, and coordinate training on their use.** Once users are familiar with the manuals, they will be more likely to use them. This will help relieve you of dealing with problems or questions already explained in the manual.
- **Train assistant(s).** Since you cannot always be available (after hours, vacations, etc.), it is important that you train one or more assistant SAAs to cover for you. The level of access granted to assistants is at your discretion.

- **Maintain the training database.** This database is an important tool in training and trying scenarios; maintain it accurately.

3. Spillman applications administration duties

- **Implement the system.** The users' first contact with the system should be positive. Help ensure this by monitoring the system implementation and completing all pre-installation steps.
- **Maintain all system security.** This includes adding, modifying and deleting users in both Windows and Spillman, adjusting user privileges, configuring login parameters and tailoring users' login scripts.
- **Maintain Spillman application parameters.** Spillman application parameters provide the flexibility that allows you to customize Spillman in many areas. Once set up, parameters rarely change, but you must be familiar with them.
- **Maintain code tables.** Code tables are used throughout the Spillman software to validate and categorize data. This facilitates data entry and allows for the powerful searching/reporting capabilities of the Spillman software. Become familiar with the codes and code tables used by your agency's modules. You must maintain them according to your agency's specifications and the programs' requirements.
- **Ensure that data is audited.** Implement an effective plan to audit data. Auditing helps identify duplicate data and data that is entered incorrectly or does not conform to set standards.
- **Maintain a system log.** Maintain a detailed log documenting backups performed, changes in configuration, software installed, hardware installed, etc.
- **Protect super user access.** You have both a super user login and a root login. Your super user login allows you unlimited access in the Spillman software, and the root login allows you unlimited access in the operating system. Protect these logins from unauthorized use by changing your super user, root and personal passwords frequently. Never reveal these passwords except in an emergency (after which you must immediately change the password). Instead of giving your assistants super user access, give them access only to the specific programs they need to perform their duties.
- **Define data entry standards.** Before Spillman software implementation, you must decide on data entry standards and ensure that they are followed. To use the full power of the Spillman software, all users must enter data consistently.
- **Maintain narrative and text outlines.** In many places throughout the Spillman software, users can enter narratives and text comments. To aid in the entry process, Spillman

accommodates the use of outlines. Users can select an outline and then fill in the blanks. Spillman comes with a set of narrative outlines, but you can modify existing outlines or add additional ones.

- **Establish incident reporting methods.** Spillman accommodates different methods of incident reporting. It is not necessarily important which method you select as long as all reports are consistent.
- **Provide first level support.** Attempt to solve all problems before reporting them to Spillman Customer Support by using manuals and troubleshooting guidelines provided by Spillman Technologies and by your hardware vendor.
- **Maintain a problem log.** Keep a detailed log of all problems encountered and their solutions. This can be part of your system log.
- **Suggest enhancements.** If you have suggestions concerning Spillman software enhancements, or if you find a software deficiency and have a suggestion on how it might be resolved, submit the information to Spillman Technologies using the enhancement request guidelines provided.
- **Be familiar with all components of the system.** Become acquainted with all application software installed (including associated products such as word processing, etc.), as well as with all hardware components.

Other duties that affect administration of the Spillman applications

The duties outlined below involve components of your system other than the Spillman applications, but they are necessary for proper operation of the Spillman applications. These duties may or may not be performed by the SAA.

- **Perform regular backups.** Hopefully, you will never need backup information. However, if you do, it should be as current as possible. To provide for this, implement a plan for regularly scheduled backups.
- **Configure ports.** Know how to configure ports on the hardware to communicate properly with terminals and printers. See your operating system documentation.
- **Configure print spoolers.** Since all printing from Spillman is done via print spoolers, it is important that you or another administrator understands spoolers and can configure them.
- **Monitor disk storage utilization.** Completely filling a hard disk can cause problems. Therefore, regularly monitor available disk storage and plan for future needs.

- **Monitor memory utilization.** Running the Spillman software with insufficient memory can cause it to run very slowly. Avoid this by occasionally monitoring the memory utilization and planning for future needs.
- **Plan for future hardware needs.** Be responsible for identifying hardware needs and ordering, receiving and testing hardware. Before your agency purchases hardware to be used with the Spillman system, be sure to consult Spillman Customer Support or a Customer Sales Representative to ensure that the hardware you purchase is on Spillman's approved hardware list.

GENERAL PURPOSE:

Under direction, acts as liaison between the IT Department and public safety departments in the implementation, maintenance and modification of GIS a software application. The incumbent will work with GIS software and computerized land management software to maintain these databases, create reports, create maps and provide generalized support of users of the Geographic Information System; may perform other duties as assigned.

SUPERVISION RECEIVED:

The GIS Support Specialist works under the general direction of the IT Director.

SUPERVISION EXERCISED:

No supervisory duties are contained under the GIS Support Specialist.

DUTIES AND RESPONSIBILITIES:

- Performs the addressing functions of the City of Maricopa to include, but not limited to, addressing of all new parcels and plats' addressing of re-plats; process change of address requests; and maintains the Geographic Information System property files and the Land Management Property files for the City.
- Creates and maintains reports and maps using the GIS software and the computerized land management software, to ensure property files contain accurate and reliable information required to provide the analytical and reporting capability that is needed by the City.
- Works under the direction of the IT Director, in conjunction with public safety officials in the development and maintenance of the Geographic Information System and related databases.
- Documents GIS procedures.
- Works with other City departments to coordinate property file updates.

KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledge of and proficiency in the use of computers and operating systems.
- Knowledge of input/output devices such as digitizers and plotters.
- Knowledge of modern GIS systems methodologies, techniques, and tools.
- Knowledge of relational database technology.
- Knowledge of GIS data and process modeling techniques.
- Knowledge in two or more of the following: ArcGIS, ArcInfo, ArcView, Oracle 8i spatial.
- Knowledge in Oracle and SQL.
- Ability to use personal productivity PC tools. (word processing, spreadsheets, graphics)
- Ability to express oneself clearly and concisely both orally and in writing.
- Ability to establish and maintain effective working relationships.

PHYSICAL REQUIREMENTS AND WORK ENVIRONMENT:

Work involves sedentary to light work in an office setting. There is frequent need to sit, talk or hear, use hands to finger, handle, or feel, walk, reach with hands and arms and to occasionally lift moderately heavy objects (up to 25 pounds) and perform other similar actions during the course of the workday.

DESIRED MINIMUM QUALIFICATIONS:

- (A) Associate's degree from an accredited technical school or college with a major in Computer Science or Programming;
- (B) Three years working experience in computer applications such as CADD or GIS.
- (C) Equivalent combination of training and experience. Experience with Windows operating systems in a network environment and ArcGIS or ArcView software on a Windows based workstation platform, preferred.

GENERAL PURPOSE:

The Help Desk Support Specialist performs a variety of support work related to the City's office automation applications, desktop/laptop computers, printers and other computing equipment. In addition, the Help Desk Support Specialist provides technical and administrative work in the operation and management of the City's help desk.

SUPERVISION RECEIVED:

The Help Desk Support Specialist works under the general direction of the IT Director.

SUPERVISION EXERCISED:

No supervisory duties are contained under the Help Desk Support Specialist.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

The Help Desk Support Specialist:

- Furnishes leadership and direction in the development of short and long range help desk plans; collects, reports and recommends solutions to improve the use of the City's desktop/laptop environment; coordinates the Help Desk activities with other functional areas of the City as needed.
- Provides office automation application advice to City staff, managers, directors and council members.
- Assures that assigned areas of responsibility are performed within budget; prepares annual desktop hardware and software needs requests; assures effective and efficient use of, personnel, materials, facilities, and time.
- Puts out written and oral instructions to assist City staff in using the office automation applications.
- Prepares a variety of research for desktop issues and new or improved software for decision-making purposes.
- Responsible for the overall support of the City's desktop/laptop technology, including but is not limited to fielding, logging, and supplying first and second level support to users and coordinating all other issues associated with the use of relevant desktop/laptop information technology and related applications systems hardware and software within the City.
- Coordinates the resolution of applications/software systems problems impacting program use.
- Furnishes the processes and systems to control and maintain desktop/laptop software within the City to ensure compatibility and integration within the City.
- Recognizes and initiates resolutions to user problems and concerns associated with all IT applications, computer equipment, hardware and software to the user's satisfaction.
- Plans and organizes the training for installation and implementation of desktops, client hardware and software according to department standards and procedures.
- Analyzes the training needs of users, develops classroom curriculum and renders quality individual and group training programs designed to insure maximum utilization of Information Technology.
- Identifies potential and emerging service level problems before they occur and suggests solutions to upper management.

- Maintains software and hardware versions, maintenance levels, registration and inventory to provide upgrades as necessary and insure appropriate security levels are maintained.
- Implements operating policies and procedures as well as suggests new and improved policies and procedures to better serve users.
- Maintains current technical expertise in the rapidly changing technology and utilizes state-of-the-art techniques when implementing computing solutions.
- Recognizes and identifies potential areas where existing policies and procedures require change, or where new ones need to be developed, especially concerning future business expansion.

PERIPHERAL DUTIES

Provides backup support for related positions as needed.

DESIRED MINIMUM QUALIFICATIONS

Education and Experience:

- (A) Bachelor's degree in information technology, computer science, management information systems, business administration, or closely related technical field; and
- (B) Five years' experience in the assigned technical area of responsibility, including previous work in a customer service capacity; or
- (C) Any equivalent combination of education and experience.

Purpose

The purpose of this charter is to establish an overall information technology (IT) governance framework by which IT is managed and IT decisions are assessed, approved, or denied. This is accomplished through the authority and responsibility of the Information Technology Steering Committee (IT Steering Committee) governing the City of Maricopa's technology infrastructure priorities, budget, policies, procedures and best practices. The IT Steering Committee's general purpose is to support the City of Maricopa's business and IT strategies through its oversight.

The IT Steering Committee will provide input and feedback on strategic technology direction, prioritize technology projects and tasks and review technology projects. The IT Steering Committee meetings shall be conducted every month as part of the regular City Manager Meetings. By working together to prioritize and track technology projects it is expected that the City of Maricopa will more efficiently and effectively realize the benefits of information systems.

Scope

The IT Steering Committee is established to provide executive level oversight of all IT infrastructure priorities, budget, policies, procedures and best practices within the City of Maricopa.

Meeting Regularity

The IT Steering Committee will meet as part of the first weekly City Manager's meeting every month, and/or more regularly as deemed necessary.

Responsibilities

The IT Steering Committee must establish and provide governance for information technology for the City of Maricopa's technology infrastructure in order to secure all IT assets and promote the most efficient use of technology resources.

The IT Steering Committee will submit a report to the City of Maricopa Manager at its first meeting of each calendar year, and submit interim reports at the request of the City of Maricopa Manager, on the current status of the City of Maricopa's technology.

The IT Steering Committee will review all Business Cases for IT projects/investments (IT initiatives) and provide an approval or denial of the IT initiative based on the Business Cases. If approved the IT Steering Committee will prioritize all IT initiatives based on the City's needs.

The IT Director and all operating units within the City of Maricopa that use IT are responsible for:

- Complying with the IT Steering Committee's final approval and prioritization of proposed IT initiatives.
- Adhering to the IT policies issued by the IT Steering Committee.
- Developing and implementing, when appropriate, additional IT policies and procedures specific to their operating units.
- Promoting IT policy adherence.
- Complying with the requirements of the IT governance model adopted by the City of Maricopa.
- Ensuring the security of the IT systems and the network to which they are connected.
- Informing the IT Steering Committee if there are any problems with a policy or if inputs from other sources do not comply with the defined policies.
- Preventing unauthorized access to City of Maricopa information, personal files, and e-mail.
- Assisting in the development and maintenance of a plan for recovery of mission critical data and systems if a loss is sustained.

Each City of Maricopa department head (or their designee) must take a seat on the IT Steering Committee to ensure that these responsibilities are carried out and to serve as a contact person for portfolio business units they are responsible for.

This Charter recognizes that different business units have different needs, IT resources, and levels of internal expertise. Hence, the needs and resources of a given business unit will require the voice of the related department head to assure that each of the business units needs are being met.

Membership

The IT Steering Committee is comprised of the:

- City Manager
- Assistant City Manager
- IT Director
- All City operating department heads (or their designee)

Role of Steering Committee Members

It is intended that the IT Steering Committee members will leverage their collective experiences, expertise, insight and professionalism to assure the most effective and efficient use of the City of Maricopa's IT assets. The IT Steering Committee members are not directly responsible for managing the IT initiatives, but providing approval, oversight and guidance. Thus, individually, IT Steering Committee members should:

- Understand the strategic implications and outcomes of initiatives being pursued through project outputs;
- Appreciate the significance of the individual projects for some or all users and major stakeholders thereby, representing their interests;
- Provide a genuine interest in the individual City of Maricopa IT initiatives and be an advocate for broad support for the outcomes being pursued by the individual projects.

In practice, this means that the individual IT Steering Committee members:

- Review the status of individual projects;
- Ensure the individual project's output meets the requirements of the business owners and key stakeholders;
- Help balance conflicting priorities and resources;
- Provide guidance to the project team and users of the project's outputs;
- Consider ideas and issues raised;
- Check adherence of project activities to the requirements and best interests of the City of Maricopa; and
- Foster positive communication outside of the Team regarding the various projects progress and outcomes.

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Business Case Name and Approval

Project Name: _____

Recommended:

Approved:

Investment/Project Sponsor

IT Director

Date: _____

Date: _____

Approved:

City Manager

Date: _____

Section B: Mission Support

Section B Instructions

This section should provide information that explicitly shows how the proposed IT investment/project will solve or reduce an operational/performance gap.

Business Priorities

- A. The IT investment/project must address one or more of these priorities. Describe how the investment/project will address the relevant priority(ies):

1. Efficiency:

2. Data Quality:

3. Training (user support):

4. Decision Support System:

5. Infrastructure need to support an application:

6. Cost:

7. Security:

8. Assist in effective City management:

City Focus Components

B. Where the investment/project contains items pertinent to those listed below, please describe how the investment/project addresses the specific need.

1. Budget formulation and execution operation in a city business unit

--

2. Disaster management

--

3. E-government initiative

--

4. Financial management or human resources

--

5. Communications

--

Funding

C. Identify other organizations or grants that will support the investment/project.

--

Section C: Analysis of Alternatives Results

Section C Instructions

1. Was an alternatives analysis completed? Include date completed or anticipated date to be completed.
2. In making an investment three viable alternatives will be considered (at a minimum) status quo, an alternative other than the alternative being proposed.
3. Specify the reason for selecting the chosen alternative, such as lower risk, better benefits, greater ROI, etc.

Alternative Overview

1. Was an alternatives analysis for this investment/project conducted?

Yes ☐

No ☐

If "yes", provide the date the analysis was completed: _____

If "no", what is the anticipated date this analysis will be completed: _____

Describe the alternative to the investment/project and why it was determined to be an inferior solution to the investment/project being proposed.

2. Alternatives Analysis Summary

Alternative 1: (Status Quo)

a. Description of status quo:

b. Cost of status quo:

c. Benefits of status quo:

d. Risks of status quo:

	CFY	CFY + 1	CFY + 2	CFY + 3	CFY + 4	TOTAL
Benefits (\$)						
Cost (\$)						
Net (\$)						

Alternative 2: (Alternative Not Proposed)

a. Description of alternative not being proposed:

b. Cost of alternative not being proposed:

c. Benefits of alternative not being proposed:

d. Risks of alternative not being proposed:

	CFY	CFY + 1	CFY + 2	CFY + 3	CFY + 4	TOTAL
Benefits (\$)						
Cost (\$)						
Net (\$)						

Alternative 3: (That Being Proposed)

a. Description of alternative being proposed:

--

b. Cost of alternative being proposed:

--

c. Benefits of alternative being proposed:

--

d. Risks of alternative being proposed:

--

	CFY	CFY + 1	CFY + 2	CFY + 3	CFY + 4	TOTAL
Benefits (\$)						
Cost (\$)						
Net (\$)						

Alternative Conclusion

4. Why did we select Alternative 3?

Section D: Risk Management

Section D Instructions

1. Indicate if the proposed project has a risk management plan. If not, provide a description as to why the risk management plan is not completed.
 2. Provide the date of the most recent risk assessment or Risk Management Plan update.
- Attach your latest Risk Management Plan/Risk Assessment to this Summary Business Case.

1. Does this project have a Risk Management Plan?

Yes ☐

No ☐

If "no", why not? _____

What is the date of your latest Risk Management
Plan/Risk Assessment? _____

Describe the risks associated with the investment/project and how you plan to mitigate and monitor the project to address the potential risk.

Section E: Security and Privacy

Section E Instructions

1. Indicate if the IT Security cost for the system has been identified and integrated into the overall cost of the project.
2. Consider any potential weakness in security and/or privacy that may result due to the implementation of the project/investment.
3. Identify if a privacy impact statement has or will need to be completed. If one will be needed and has not been completed, provide an actual or planned completion date for completion of the privacy impact statement.

1. Have the IT security costs for the system been identified and integrated in the overall cost of the project?

Yes ☐

No ☐

What is the completion date/planned completion date?

2. Have any potential weakness in security and/or privacy been identified that may result due to the implementation of the project/investment?

Yes ☐

No ☐

If yes please describe the potential weakness in security and/or privacy that may result due to the implementation of the project/investment:

If yes have the potential weakness in security and/or privacy been remediated:

Yes ☐

No ☐

3. Does a Privacy Impact Assessment (PIA) need to be completed?

Yes ☐

No ☐

If "yes" what is the actual/planned completion date of the PIA?

Section A: Business Impact Analysis Summary

Purpose

The Business Impact Analysis (BIA) is an essential step in the development of a contingency/disaster recovery plan.

Enter the purpose of this specific BIA:

System Information

Date: _____

Point(s) of
Contact/Owner: _____

Department: _____

System Name: _____

System Manager: _____

System Description: _____

System Resources

Enter the category, name, and description of resources related to, referenced, and/or analyzed with as part of this BIA:

Hardware

Name:

Description of Hardware:

Name:

Description of Hardware:

Name:

Description of Hardware:

CRITICAL CONTACTS AND RESOURCES

Critical Contacts/Roles	Critical Resources

DISRUPTION IMPACT

Identify disruption impacts and allowable outage times. Characterize the impact on critical roles if a critical resource is unavailable. Identify the maximum acceptable period that the resource could be unavailable before unacceptable impacts resulted.

Resource	Outage Impact	Allowable Outage

RESOURCE RECOVERY PRIORITY

List the order of recovery priority for all resources Identified earlier in this document. Identify and describe an appropriate priority scale such as high, medium, low; 1, 2, 3; etc.

Priority	Resource	Comments

Section B: Business Impact Analysis Approval

List the individuals whose signatures are desired. Examples of such individuals are Business Steward, Implementation Manager or Project Sponsor. Although signatures are desired, they are not always required to move forward with the practices outlined within this document.

Signature:	_____	Date:	_____
Print Name:	_____		
Title:	_____		
Role:	_____		
Signature:	_____	Date:	_____
Print Name:	_____		
Title:	_____		
Role:	_____		
Signature:	_____	Date:	_____
Print Name:	_____		
Title:	_____		
Role:	_____		

The undersigned acknowledge they have reviewed the <Project Name> **Business Impact Analysis** and agree with the approach it presents. Changes to this **Business Impact Analysis** will be coordinated with and approved by the undersigned or their designated representatives.

Goal: Ensure the availability of existing Processing Capabilities

The first priority of an IT organization is to ensure the business has access to the existing processing capability. The IT Director should have access to performance and cost information for the operation and support of existing Infrastructure and Applications.

Metric	Description
Infrastructure Operations and Support	
Infrastructure Incidents	Evaluate the number of <u>non-desktop</u> problems that affect more than a single user and resolution time. Includes hardware and system software. Requires a consistent definition for severity.
1. Total Infrastructure Incidents (by infrastructure type excluding desktop incidents)	Graph infrastructure incidents by infrastructure type (network, server, etc.). Exclude desktop problems that only affect a single user.
2. Infrastructure Incident Resolution Index (SLA)	Incidents resolved with SLA / Total Incidents. Graph by severity.
3. Mean time to resolve (by severity)	Graph the mean time to resolve by incident severity
4. Average Affected Users by type of incident	Scope of problems . Graph by Type
5. Max Affected Users by type	Identifies worst type's problems. Graph by type
6. Maximum time to resolve (by type)	Identifies worst types of problems. Graph by Type
Infrastructure Availability	Evaluate the availability of non-desktop infrastructure during peak business hours
7. % Downtime	% Infrastructure downtime (by type) during peak and non-peak business hours? Exclude scheduled downtime.
8. Max Downtime (Peak Hours)	What is the maximum down-time during peak hours
Infrastructure Utilization & Performance	Slow response time and high utilization percentages indicate insufficient capacity. Low utilization indicates too much capacity.
9. Average System Login Time	In most systems, the login function consumes significant resources. An increase in the average login time indicates possible system capacity issues across the system.
10. Average Response Time	Average response time has little value except as a trend. A gradual increase may indicate under-capacity while a gradual decrease may indicate too much capacity.
11. Average Response Time (Peak Hours)	System utilization is highest during peak hours and poor response time
12. Peak Infrastructure utilization %	% of infrastructure utilized during peak business hours

Metric	Description
13. Disk Utilization	Trend Graph showing total space available vs. utilized. Rapid increases in utilization should be investigated.
14. Disk Utilization by Application Priority	Graph the disk space utilized by the application priority. Investigate low priority applications with high disk utilization.
Application Support	
Application Problems	Evaluate trends related to application problems. The business priority of each application should be defined for reporting purposes.
15. Application Incidents (by application priority)	Graph Application incidents by application priority. Lower priority applications with large numbers of incidents are candidates for retirement.
16. Application Incidents (by incident severity)	Graph Application incidents by incident severity. Increasing trends of severe problems identify areas where attention is required.
17. Mean time to resolve (by incident severity)	Decreasing trend indicates increasing knowledge and greater efficiency. Increasing trend with decreasing incidents indicates simple problems are being fixed while the more complex problems remain unaddressed.
18. Maximum time to resolve (by type)	Identifies severe/complex incidents that should receive extra attention to make sure they do not re-occur.
19. Average Affected Users (by incident severity)	Increasing average trend indicates greater frequency of problems affecting multiple users. Can also be beneficial for setting SLA's.
20. Max Affected Users for a single incident	Increasing trend shows the average severity of problems is increasing. If lower severity problems are being eliminated, this may be an acceptable trend.
21. Application Incident Resolution Index	Total Incidents resolved within SLA / Total Incidents (by Severity).
Application Availability	Evaluate trends affecting application availability.
22. % Downtime (by application priority)	Graph the % of downtime for peak and non-peak hours by application priority.
23. Max Peak Downtime (by Application Priority)	
Application Utilization & Performance	Evaluate trends affecting application performance
24. Average Application Response Time	Graph average response time by peak and non-peak by application priority
25. Average Number of Users/Day	Graph average users by internal and external users. Apps with a low number of users should be investigated and possibly retired.

Goal: Utilize Available Staff Resources Efficiently

The first priority of an IT Department is to ensure the organization has access to the existing processing capability. The IT Director should have access to performance and cost information for the operation and support of existing Infrastructure and Applications.

Metric	Description
Staff Resource Management	
Total Staff	Report the following in a chart by type of FTE
26. Total Staff	
27. Turnover by Position	Graph the turnover for the year by the type of position. Increased turnover is an indication of management problems
28. Open Positions	The number of open positions can impact scheduled projects or support.
29. Average Duration of Open Positions	The group is over-staffed if SLA's are being met by the smaller staff for an extended duration.
30. Total Contractors	The number of contractors and the duration should be a strategic decision.
31. Average length of Contractor Assignment	Extended contractor assignments indicate the need for increased staff.
32. Ratio of Management to Staff	
33. Average Staff Cost	
34. Average Contractor Cost	
Staff Utilization	Report the following in a chart by type of FTE
35. Available Man-Days	
36. Scheduled Man-Days	
37. Actual Hours by Type	Graph hours by type of work (Admin, Ops, Business Goals)
38. Actual Hours by Application Priority	Graph work hours by Application Priority
39. Actual Hours by Request Priority	Graph work hours by Request Priority
40. % hours for non-Working hours	Total Vacation, Holidays, Sick, Admin/Available Hours

Goal: Timely Response to Business Requests for New Features or Services

Metric	Description
Enhancements or Projects	
41. Total Active Requests by Type	Graph by type
42. Total Backlog Requests by Type	Graph by type
43. Total Backlog Requests by Size	(< 100 hours, < 500 hours, or > 501 hours)
44. Total Backlog Request Hours by Type	Graph by type
45. Total Completed Requests	Graph by type for the reporting period
46. % Late	% of requests that are late for the reporting period
47. % Over Budget	% of active projects that are over budget
48. Cost Performance Index	Average by type (EV/AC) < 1 means cost overrun
49. Schedule Performance Index	Total On-time divided by total complete < 1 means late projects
50. Total Scope Changes	Graph by size of request
51. Average Scope Changes per request	Graph by size of request
52. Enhancement Completion Index	Total Enhancements Completed in the period last Year Period total

Goal: Ensure the successful implementation of system changes

The first priority of an IT organization is to ensure the business has access to the existing processing capability. The IT Director should have access to performance and cost information for the operation and support of existing Infrastructure and Applications.

Metric	Description
Change Management	
Problem Fixes	
53. Total Infrastructure Changes	Graph total infrastructure changes and total hours by type of change
54. Infrastructure Change Success Rate	Total Successful Changes Total Changes
55. Planned Application Changes	Planned changes to repair a problem
56. Emergency Application Changes	Total Emergency Changes

Metric	Description
57. Application Change Success Rate	Total Successful Changes Total Changes
Enhancements	
58. Total Enhancement Changes	Graph total enhancement changes and total hours by type of change
59. Enhancement Change Success Rate	Total Successful Changes Total Changes
Projects	
60. Total Project Changes	Graph total Project changes and total hours by type of change
61. Project Change Success Rate	Total Successful Changes / Total Changes
Change Quality	
62. Total Defects Introduced from Changes	Graph by type of change
63. Total Issues from Missed Requirements	
64. Total User Generated Tickets for Defects	User generated tickets means the problem was undetected by IT
65. Total Work Hours to Correct	Commonly referred to as Re-work
66. % Re-Work	Total re-work hours / total hours
67. Total Downtime	Total system downtime caused by the re-work problems
68. Quality Index	(Total Defects/Total Components Changed) Separate calculations for Problem Fixes, Enhancements, and Projects Graph

Goal: Manage the cost of delivering IT services to ensure that maximum value and customer satisfaction are delivered from the available resources

IT organizations have fixed budgets and capabilities and conflicting demands. IT must work with the business units to ensure that resources are deployed to support initiatives that provide the most value to the enterprise. The terminology used in this section is based on the Project Management Institute's definitions of Earned Value.

Metric	Description
Financial Management	
Operations	
69. Annual Budget	Planned Value
70. Earned Value	Estimated Costs Consumed to Date

Metric	Description
71. Actual Costs to-date	
72. % Variance	Actual Cost Planned Value
73. largest Variance Line Item	Identify the budget area that has the largest \$ variance from the budgeted amount
74. largest Variance Amount	Identify the amount of the largest variance
75. Cost Performance Index	$(EV/AC) < 1$ means cost overrun
Application Support	
76. Annual Budget	Planned Value by Application Priority
77. Earned Value	Estimated Budget Consumed to date by Applic Priority
78. Actual Costs-to-date by Application Priority	Graph actual costs-to-date by application priority
79. % Variance	Actual Cost Planned Value by Application Priority
80. Cost to-date by request type	Graph costs by type of support problems, enhancements, etc.
81. Graph the Budget by Application Priority	
82. % Costs to resolve problems by Application Priority	Graph the % costs to resolve problems vs. total support costs by application priority. High priority applications should have low problem costs and high enhancement costs.
Projects	
83. Planned value	Estimated Cost
84. Earned Value	Estimate Consumed to-date
85. Actual Cost to-date	
86. % Variance	Actual Cost Planned Value
87. Schedule Variance	Earned Value minus Planned Value
88. Cost Performance Index	$(EV/AC) < 1$ means cost overrun
89. Schedule Performance Index	$(EV/PV) < 1$ means late
Delivering Value	
Customer Satisfaction	The following metrics are based on customer surveys
90. Infrastructure Availability/Reliability	Business perception of the availability and reliability of the infrastructure.
91. Operations Support	Operations staff provides support to the business and to other IT organizations. Measure the satisfaction levels relating to Operations Support.

Metric	Description
92. Application Support	Applications support staff provides a wide variety of services including problem resolution, consultation, and work requests such as enhancements. Measure the satisfaction levels relating to the support provided by the applications areas.
93. Projects	
Business Alignment	
94. % of Hours by Business Priority	Graph by high, med, low priority
95. % Hours by Business Initiative	Graph hours by business initiative
96. Cost by Business Initiative	Graph cost by business initiative
Continuous Improvement	
97. Anticipating future benefits from technical investments	Graph the hours applied to projects that anticipate new requirements. Sample benefits of technical innovations include: Identification of new customers, implementing technology that attracts customers, improving external customer satisfaction, managing costs to fund innovation, etc.
98. % Costs for Value Added Services	Total cost of value added services (enhancements vs. cost of other types of support)
99. Cost of efficiency improvements	Graph total cost of efficiency improvements (by area)
100. Cost savings from efficiency improvements	Graph Cost savings from efficiency improvements by area

City of Maricopa: IT Assessment and IT Strategic Plan										
Respondents:		111 displayed, 111 total			Status:		Open			
Launched Date:		03/14/2013			Closed Date:		N/A			
1. Department										
						Response Total	Response Percent	Points	Avg	
Police						26	25%	n/a	n/a	
Fire						22	21%	n/a	n/a	
Human Resources						3	3%	n/a	n/a	
Finance/Administrative Services						10	10%	n/a	n/a	
City Clerk						4	4%	n/a	n/a	
Economic Development						5	5%	n/a	n/a	
Community Services						11	10%	n/a	n/a	
Development Services						13	12%	n/a	n/a	
Other, please specify	view					11	10%	n/a	n/a	
Total Respondents						105	100%			
(skipped this question)							6			
2. Role										
						Response Total	Response Percent	Points	Avg	
General Manager / Director						11	10%	n/a	n/a	
Manager / Supervisor						31	29%	n/a	n/a	
Staff						55	52%	n/a	n/a	
Other						9	8%	n/a	n/a	
Total Respondents						106	100%			
(skipped this question)							5			
3. Skill										
						Response Total	Response Percent	Points	Avg	
Basic: I use a computer for data entry, e-mail and word processing that is about it.						20	19%	n/a	n/a	
Intermediate: Somewhere between just doing data entry, e-mail, word processing and being a resource for computer assistance in my department.						55	52%	n/a	n/a	
Advanced: People come to me when they need help with using their computers or software in my department.						31	29%	n/a	n/a	
Total Respondents						106	100%			
(skipped this question)							5			
4. Helpdesk Services										
		Excellent (Always exceeds my expectations)	Good (Usually exceeds my expectations)	Neutral (Meets my expectations)	Fair (Rarely meets my expectations)	Poor (Almost never meets my expectations)	N/A (I don't have an opinion on this)	Response Total	Points	Avg
Rank		16.04% (17)	33.96% (36)	19.81% (21)	19.81% (21)	1.89% (2)	8.49% (9)	106	n/a	n/a
Total Respondents							106			
(skipped this question)							5			
5. Applications										
						Response Total	Response Percent	Points	Avg	
Adobe Creative Suite						11	10%	n/a	n/a	
Adobe Pro						31	29%	n/a	n/a	
All Pro Tournament Scheduler						0	0%	n/a	n/a	
ARAS360 Accident Reconstruction						1	1%	n/a	n/a	
Arbitrator 360 In Car Video						0	0%	n/a	n/a	
ArcGIS						1	1%	n/a	n/a	
Asure ID						0	0%	n/a	n/a	
AutoCAD						8	8%	n/a	n/a	
Automated License Plate Recognition (LPR)						2	2%	n/a	n/a	

Cace-L		2	2%	n/a	n/a
Crystal Reports		5	5%	n/a	n/a
Discovery Archive Attender		0	0%	n/a	n/a
Dreamweaver		3	3%	n/a	n/a
EMS Field Map		14	13%	n/a	n/a
Joomla		2	2%	n/a	n/a
Laserfiche		2	2%	n/a	n/a
Granicus Legistar		15	14%	n/a	n/a
Microsoft Office		104	98%	n/a	n/a
Munis		49	46%	n/a	n/a
The City's helpdesk software - Track-It!		9	8%	n/a	n/a
The City's Fax Server - Rightfax		10	9%	n/a	n/a
RTA Fleet Management		3	3%	n/a	n/a
Spillman Public Safety Software		26	25%	n/a	n/a
Sprint Smartview		7	7%	n/a	n/a
Veritrax Security		0	0%	n/a	n/a
Total Respondents		106			
(skipped this question)		5			
6. Adobe Creative Functionality					
		Response Total	Response Percent	Points	Avg
Very Satisfied		4	36%	n/a	n/a
Satisfied		5	45%	n/a	n/a
Neutral		1	9%	n/a	n/a
Dissatisfied		1	9%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		11	100%		
(skipped this question)		100			
7. Adobe Creative Performance					
		Response Total	Response Percent	Points	Avg
Very Satisfied		3	27%	n/a	n/a
Satisfied		4	36%	n/a	n/a
Neutral		1	9%	n/a	n/a
Dissatisfied		3	27%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		11	100%		
(skipped this question)		100			
8. Adobe Creative Support					
		Response Total	Response Percent	Points	Avg
Very Satisfied		1	9%	n/a	n/a
Satisfied		3	27%	n/a	n/a
Neutral		6	55%	n/a	n/a
Dissatisfied		1	9%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		11	100%		
(skipped this question)		100			
9. Adobe Creative Support Comments					
Total Respondents				5	
(skipped this question)				106	
10. Adobe Creative Recommendation					
Total Respondents				4	
(skipped this question)				107	
11. Adobe Pro Functionality					
		Response Total	Response Percent	Points	Avg
Very Satisfied		9	30%	n/a	n/a
Satisfied		17	57%	n/a	n/a
Neutral		4	13%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		30	100%		

(skipped this question)					81	
12. Adobe Pro Performance						
			Response Total	Response Percent	Points	Avg
Very Satisfied			8	27%	n/a	n/a
Satisfied			15	50%	n/a	n/a
Neutral			7	23%	n/a	n/a
Dissatisfied			0	0%	n/a	n/a
Very Dissatisfied			0	0%	n/a	n/a
Total Respondents			30	100%		
(skipped this question)					81	
13. Adobe Pro Support						
			Response Total	Response Percent	Points	Avg
Very Satisfied			2	7%	n/a	n/a
Satisfied			9	30%	n/a	n/a
Neutral			16	53%	n/a	n/a
Dissatisfied			2	7%	n/a	n/a
Very Dissatisfied			1	3%	n/a	n/a
Total Respondents			30	100%		
(skipped this question)					81	
14. Adobe Pro Support Comments						
Total Respondents					10	
(skipped this question)					101	
15. Adobe Pro Recommendation						
Total Respondents					8	
(skipped this question)					103	
16. All Pro Tournament Scheduler Functionality						
			Response Total	Response Percent	Points	Avg
Very Satisfied			0	0%	n/a	n/a
Satisfied			0	0%	n/a	n/a
Neutral			0	0%	n/a	n/a
Dissatisfied			0	0%	n/a	n/a
Very Dissatisfied			0	0%	n/a	n/a
Total Respondents			0	100%		
(skipped this question)					1	
17. All Pro Tournament Scheduler Performance						
			Response Total	Response Percent	Points	Avg
Very Satisfied			0	0%	n/a	n/a
Satisfied			0	0%	n/a	n/a
Neutral			0	0%	n/a	n/a
Dissatisfied			0	0%	n/a	n/a
Very Dissatisfied			0	0%	n/a	n/a
Total Respondents			0	100%		
(skipped this question)					1	
18. All Pro Tournament Scheduler Reporting						
			Response Total	Response Percent	Points	Avg
Very Satisfied			0	0%	n/a	n/a
Satisfied			0	0%	n/a	n/a
Neutral			0	0%	n/a	n/a
Dissatisfied			0	0%	n/a	n/a
Very Dissatisfied			0	0%	n/a	n/a
Total Respondents			0	100%		
(skipped this question)					1	
19. All Pro Tournament Scheduler Support						
			Response Total	Response Percent	Points	Avg
Very Satisfied			0	0%	n/a	n/a

Satisfied	0	0%	n/a	n/a
Neutral	0	0%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	0	100%		
(skipped this question)	1			
20. All Pro Tournament Scheduler Support Comments				
No responses were entered for this question.				
Total Respondents	0			
(skipped this question)	1			
21. All Pro Tournament Scheduler Recommendation				
No responses were entered for this question.				
Total Respondents	0			
(skipped this question)	1			
22. ARAS360 Functionality				
	Response Total	Response Percent	Points	Avg
Very Satisfied	1	100%	n/a	n/a
Satisfied	0	0%	n/a	n/a
Neutral	0	0%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	1	100%		
(skipped this question)	110			
23. ARAS360 Performance				
	Response Total	Response Percent	Points	Avg
Very Satisfied	1	100%	n/a	n/a
Satisfied	0	0%	n/a	n/a
Neutral	0	0%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	1	100%		
(skipped this question)	110			
24. ARAS360 Reporting				
	Response Total	Response Percent	Points	Avg
Very Satisfied	1	100%	n/a	n/a
Satisfied	0	0%	n/a	n/a
Neutral	0	0%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	1	100%		
(skipped this question)	110			
25. ARAS360 Support				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	0	0%	n/a	n/a
Neutral	1	100%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	1	100%		
(skipped this question)	110			
26. ARAS360 Support Comments				
Total Respondents	1			
(skipped this question)	110			
27. ARAS360 Recommendation				
Total Respondents	1			
(skipped this question)	110			

28. Arbitrator 360 Functionality				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	0	0%	n/a	n/a
Neutral	0	0%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents		0	100%	
		(skipped this question)	1	
29. Arbitrator 360 Performance				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	0	0%	n/a	n/a
Neutral	0	0%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents		0	100%	
		(skipped this question)	1	
30. Arbitrator 360 Support				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	0	0%	n/a	n/a
Neutral	0	0%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents		0	100%	
		(skipped this question)	1	
31. ArcGIS Functionality				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	1	100%	n/a	n/a
Neutral	0	0%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents		1	100%	
		(skipped this question)	110	
32. ArcGIS Performance				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	0	0%	n/a	n/a
Neutral	0	0%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	1	100%	n/a	n/a
Total Respondents		1	100%	
		(skipped this question)	110	
33. ArcGIS Support Comments				
			Total Respondents	1
			(skipped this question)	110
34. ArcGIS Recommendation				
			Total Respondents	1
			(skipped this question)	110
35. Asure ID Functionality				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	0	0%	n/a	n/a

Neutral	0	0%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	0	100%		
(skipped this question)	1			
36. Asure ID Performance				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	0	0%	n/a	n/a
Neutral	0	0%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	0	100%		
(skipped this question)	1			
37. Asure ID Support				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	0	0%	n/a	n/a
Neutral	0	0%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	0	100%		
(skipped this question)	1			
38. Asure ID Support Comments				
No responses were entered for this question.				
Total Respondents	0			
(skipped this question)	1			
39. Asure ID Recommendation				
No responses were entered for this question.				
Total Respondents	0			
(skipped this question)	1			
40. AutoCAD Functionality				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	3	43%	n/a	n/a
Neutral	4	57%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	7	100%		
(skipped this question)	104			
41. AutoCAD Performance				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	4	57%	n/a	n/a
Neutral	2	29%	n/a	n/a
Dissatisfied	1	14%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	7	100%		
(skipped this question)	104			
42. AutoCAD Support				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	0	0%	n/a	n/a
Neutral	7	100%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	7	100%		

(skipped this question)					104
43. AutoCAD Support Comments					
Total Respondents					3
(skipped this question)					108
44. AutoCAD Recommendation					
Total Respondents					1
(skipped this question)					110
45. LPR Functionality					
	Response Total	Response Percent	Points	Avg	
Very Satisfied	0	0%	n/a	n/a	
Satisfied	2	100%	n/a	n/a	
Neutral	0	0%	n/a	n/a	
Dissatisfied	0	0%	n/a	n/a	
Very Dissatisfied	0	0%	n/a	n/a	
Total Respondents					2
(skipped this question)					109
46. LPR Performance					
	Response Total	Response Percent	Points	Avg	
Very Satisfied	0	0%	n/a	n/a	
Satisfied	1	50%	n/a	n/a	
Neutral	0	0%	n/a	n/a	
Dissatisfied	1	50%	n/a	n/a	
Very Dissatisfied	0	0%	n/a	n/a	
Total Respondents					2
(skipped this question)					109
47. LPR Support					
	Response Total	Response Percent	Points	Avg	
Very Satisfied	0	0%	n/a	n/a	
Satisfied	1	50%	n/a	n/a	
Neutral	0	0%	n/a	n/a	
Dissatisfied	1	50%	n/a	n/a	
Very Dissatisfied	0	0%	n/a	n/a	
Total Respondents					2
(skipped this question)					109
48. LPR Support Comments					
Total Respondents					1
(skipped this question)					110
49. LPR Recommendation					
No responses were entered for this question.					
Total Respondents					0
(skipped this question)					111
50. Cace-L Functionality					
	Response Total	Response Percent	Points	Avg	
Very Satisfied	0	0%	n/a	n/a	
Satisfied	2	100%	n/a	n/a	
Neutral	0	0%	n/a	n/a	
Dissatisfied	0	0%	n/a	n/a	
Very Dissatisfied	0	0%	n/a	n/a	
Total Respondents					2
(skipped this question)					109
51. Cace-L Performance					
	Response Total	Response Percent	Points	Avg	
Very Satisfied	0	0%	n/a	n/a	
Satisfied	1	50%	n/a	n/a	

Neutral		1	50%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		2	100%		
(skipped this question)			109		
52. Cace-L Support					
		Response Total	Response Percent	Points	Avg
Very Satisfied		0	0%	n/a	n/a
Satisfied		1	50%	n/a	n/a
Neutral		1	50%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		2	100%		
(skipped this question)			109		
53. Cace-L Support Comments					
No responses were entered for this question.					
Total Respondents				0	
(skipped this question)				111	
54. Cace-L Recommendation					
Total Respondents				1	
(skipped this question)				110	
55. Crystal Reports Functionality					
		Response Total	Response Percent	Points	Avg
Very Satisfied		2	40%	n/a	n/a
Satisfied		2	40%	n/a	n/a
Neutral		1	20%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		5	100%		
(skipped this question)			106		
56. Crystal Reports Performance					
		Response Total	Response Percent	Points	Avg
Very Satisfied		1	20%	n/a	n/a
Satisfied		2	40%	n/a	n/a
Neutral		2	40%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		5	100%		
(skipped this question)			106		
57. Crystal Reports Support					
		Response Total	Response Percent	Points	Avg
Very Satisfied		1	20%	n/a	n/a
Satisfied		2	40%	n/a	n/a
Neutral		2	40%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		5	100%		
(skipped this question)			106		
58. Crystal Reports Support Comments					
Total Respondents				3	
(skipped this question)				108	
59. Crystal Reports Recommendation					
Total Respondents				3	
(skipped this question)				108	
60. Discovery Archive Attender Functionality					

		Response Total	Response Percent	Points	Avg
Very Satisfied		0	0%	n/a	n/a
Satisfied		0	0%	n/a	n/a
Neutral		0	0%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		0	100%		
(skipped this question)			1		
61. Discovery Archive Attender Performance					
		Response Total	Response Percent	Points	Avg
Very Satisfied		0	0%	n/a	n/a
Satisfied		0	0%	n/a	n/a
Neutral		0	0%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		0	100%		
(skipped this question)			1		
62. Discovery Archive Attender Support					
		Response Total	Response Percent	Points	Avg
Very Satisfied		0	0%	n/a	n/a
Satisfied		0	0%	n/a	n/a
Neutral		0	0%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		0	100%		
(skipped this question)			1		
63. Discovery Archive Attender Support Comments					
				No responses were entered for this question.	
Total Respondents				0	
(skipped this question)				1	
64. Discovery Archive Attender Recommendation					
				No responses were entered for this question.	
Total Respondents				0	
(skipped this question)				1	
65. Dreamweaver Functionality					
		Response Total	Response Percent	Points	Avg
Very Satisfied		1	33%	n/a	n/a
Satisfied		2	67%	n/a	n/a
Neutral		0	0%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		3	100%		
(skipped this question)			108		
66. Dreamweaver Performance					
		Response Total	Response Percent	Points	Avg
Very Satisfied		1	33%	n/a	n/a
Satisfied		2	67%	n/a	n/a
Neutral		0	0%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		3	100%		
(skipped this question)			108		
67. Dreamweaver Support					
		Response Total	Response Percent	Points	Avg
Very Satisfied		0	0%	n/a	n/a
Satisfied		3	100%	n/a	n/a

Neutral		0	0%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		3	100%		
(skipped this question)		108			
68. Dreamweaver Support Comments					
Total Respondents		2			
(skipped this question)		109			
69. Dreamweaver Recommendation					
Total Respondents		3			
(skipped this question)		108			
70. EMS FieldMap Functionality					
		Response Total	Response Percent	Points	Avg
Very Satisfied		3	21%	n/a	n/a
Satisfied		6	43%	n/a	n/a
Neutral		5	36%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		14	100%		
(skipped this question)		97			
71. EMS FieldMap Performance					
		Response Total	Response Percent	Points	Avg
Very Satisfied		4	29%	n/a	n/a
Satisfied		6	43%	n/a	n/a
Neutral		4	29%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		14	100%		
(skipped this question)		97			
72. EMS FieldMap Support					
		Response Total	Response Percent	Points	Avg
Very Satisfied		0	0%	n/a	n/a
Satisfied		3	21%	n/a	n/a
Neutral		6	43%	n/a	n/a
Dissatisfied		3	21%	n/a	n/a
Very Dissatisfied		2	14%	n/a	n/a
Total Respondents		14	100%		
(skipped this question)		97			
73. EMS FieldMap Support Comments					
Total Respondents		10			
(skipped this question)		101			
74. EMS FieldMap Recommendation					
Total Respondents		8			
(skipped this question)		103			
75. Joomla Functionality					
		Response Total	Response Percent	Points	Avg
Very Satisfied		1	50%	n/a	n/a
Satisfied		1	50%	n/a	n/a
Neutral		0	0%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		2	100%		
(skipped this question)		109			
76. Joomla Performance					

	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	1	50%	n/a	n/a
Neutral	0	0%	n/a	n/a
Dissatisfied	1	50%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	2	100%		
(skipped this question)		109		
77. Joomla Support				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	0	0%	n/a	n/a
Neutral	2	100%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	2	100%		
(skipped this question)		109		
78. Joomla Support Comments				
Total Respondents			2	
(skipped this question)			109	
79. Joomla Recommendation				
Total Respondents			2	
(skipped this question)			109	
80. Laserfiche Functionality				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	1	50%	n/a	n/a
Neutral	0	0%	n/a	n/a
Dissatisfied	1	50%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	2	100%		
(skipped this question)		109		
81. Laserfiche Performance				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	1	50%	n/a	n/a
Neutral	1	50%	n/a	n/a
Dissatisfied	0	0%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	2	100%		
(skipped this question)		109		
82. Laserfiche Support				
	Response Total	Response Percent	Points	Avg
Very Satisfied	0	0%	n/a	n/a
Satisfied	1	50%	n/a	n/a
Neutral	0	0%	n/a	n/a
Dissatisfied	1	50%	n/a	n/a
Very Dissatisfied	0	0%	n/a	n/a
Total Respondents	2	100%		
(skipped this question)		109		
83. Laserfiche Support Comments				
Total Respondents			1	
(skipped this question)			110	
84. Laserfiche Recommendation				
Total Respondents			1	

(skipped this question)						110
85. Legistar Functionality						
				Response Total	Response Percent	Points
						Avg
Very Satisfied				0	0%	n/a
Satisfied				9	60%	n/a
Neutral				4	27%	n/a
Dissatisfied				2	13%	n/a
Very Dissatisfied				0	0%	n/a
Total Respondents				15	100%	
(skipped this question)						96
86. Legistar Performance						
				Response Total	Response Percent	Points
						Avg
Very Satisfied				0	0%	n/a
Satisfied				7	47%	n/a
Neutral				5	33%	n/a
Dissatisfied				3	20%	n/a
Very Dissatisfied				0	0%	n/a
Total Respondents				15	100%	
(skipped this question)						96
87. Legistar Reporting						
				Response Total	Response Percent	Points
						Avg
Very Satisfied				0	0%	n/a
Satisfied				3	20%	n/a
Neutral				8	53%	n/a
Dissatisfied				4	27%	n/a
Very Dissatisfied				0	0%	n/a
Total Respondents				15	100%	
(skipped this question)						96
88. Legistar Support						
				Response Total	Response Percent	Points
						Avg
Very Satisfied				1	7%	n/a
Satisfied				3	20%	n/a
Neutral				7	47%	n/a
Dissatisfied				4	27%	n/a
Very Dissatisfied				0	0%	n/a
Total Respondents				15	100%	
(skipped this question)						96
89. Legistar Support Comments						
Total Respondents						7
(skipped this question)						104
90. Legistar Recommendation						
Total Respondents						4
(skipped this question)						107
91. Microsoft Office Version						
				Response Total	Response Percent	Points
						Avg
2003				6	6%	n/a
2007				30	30%	n/a
2010				65	65%	n/a
2013				2	2%	n/a
Total Respondents				100		
(skipped this question)						11
92. Office Components						
	Daily	Every Few Days	Weekly	Monthly	Never	Response Total
						Points
						Avg
Word	70% (70)	21% (21)	6% (6)	2% (2)	1% (1)	100
Excel	40% (40)	20% (20)	9% (9)	19% (19)	12% (12)	100

Outlook	84% (84)	6% (6)	1% (1)	3% (3)	6% (6)	100	n/a	n/a
PowerPoint	6% (6)	16% (16)	9% (9)	40% (40)	29% (29)	100	n/a	n/a
Access	5% (5)	3% (3)	6% (6)	9% (9)	77% (77)	100	n/a	n/a
InfoPath	0% (0)	0% (0)	0% (0)	1% (1)	99% (99)	100	n/a	n/a
OneNote	0% (0)	0% (0)	0% (0)	1% (1)	99% (99)	100	n/a	n/a
Project	0% (0)	2% (2)	0% (0)	5% (5)	93% (93)	100	n/a	n/a
Publisher	3% (3)	4% (4)	3% (3)	20% (20)	70% (70)	100	n/a	n/a
Visio	0% (0)	0% (0)	0% (0)	4% (4)	96% (96)	100	n/a	n/a
Total Respondents						100		
(skipped this question)						11		
93. Microsoft Office Support								
						Response Total	Response Percent	Points Avg
Very Satisfied						16	16%	n/a n/a
Satisfied						35	35%	n/a n/a
Neutral						41	41%	n/a n/a
Dissatisfied						7	7%	n/a n/a
Very Dissatisfied						1	1%	n/a n/a
Total Respondents						100	100%	
(skipped this question)						11		
94. Microsoft Office Support Comments								
						Total Respondents	35	
						(skipped this question)	76	
95. Munis Functionality								
						Response Total	Response Percent	Points Avg
Very Satisfied						0	0%	n/a n/a
Satisfied						13	27%	n/a n/a
Neutral						16	33%	n/a n/a
Dissatisfied						12	24%	n/a n/a
Very Dissatisfied						8	16%	n/a n/a
Total Respondents						49	100%	
(skipped this question)						62		
96. Munis Performance								
						Response Total	Response Percent	Points Avg
Very Satisfied						0	0%	n/a n/a
Satisfied						12	24%	n/a n/a
Neutral						18	37%	n/a n/a
Dissatisfied						12	24%	n/a n/a
Very Dissatisfied						7	14%	n/a n/a
Total Respondents						49	100%	
(skipped this question)						62		
97. Munis Reporting								
						Response Total	Response Percent	Points Avg
Very Satisfied						0	0%	n/a n/a
Satisfied						11	22%	n/a n/a
Neutral						18	37%	n/a n/a
Dissatisfied						10	20%	n/a n/a
Very Dissatisfied						10	20%	n/a n/a
Total Respondents						49	100%	
(skipped this question)						62		
98. Munis Support								
						Response Total	Response Percent	Points Avg
Very Satisfied						1	2%	n/a n/a
Satisfied						9	18%	n/a n/a
Neutral						18	37%	n/a n/a
Dissatisfied						12	24%	n/a n/a
Very Dissatisfied						9	18%	n/a n/a
Total Respondents						49	100%	
(skipped this question)						62		
99. Munis Financial Management modules								

	Use Regularly	Use Occasionally	Never use	Don't Have - Should Purchase	Don't Need	Don't Know	Response Total	Points	Avg
Munis Fund Accounting & Budgeting	17.07% (7)	26.83% (11)	34.15% (14)	0% (0)	4.88% (2)	17.07% (7)	41	n/a	n/a
Munis Procurement	26.19% (11)	23.81% (10)	23.81% (10)	0% (0)	4.76% (2)	21.43% (9)	42	n/a	n/a
Accounts Payable	22.5% (9)	20% (8)	30% (12)	0% (0)	5% (2)	22.5% (9)	40	n/a	n/a
Accounts Receivable	12.2% (5)	21.95% (9)	39.02% (16)	0% (0)	7.32% (3)	19.51% (8)	41	n/a	n/a
Bid Management	0% (0)	2.7% (1)	62.16% (23)	0% (0)	10.81% (4)	24.32% (9)	37	n/a	n/a
Budgeting	29.27% (12)	24.39% (10)	31.71% (13)	0% (0)	2.44% (1)	12.2% (5)	41	n/a	n/a
Cash Management	7.32% (3)	14.63% (6)	51.22% (21)	0% (0)	4.88% (2)	21.95% (9)	41	n/a	n/a
Contract Management	0% (0)	2.56% (1)	61.54% (24)	2.56% (1)	7.69% (3)	25.64% (10)	39	n/a	n/a
Fixed Assets	0% (0)	12.2% (5)	53.66% (22)	0% (0)	9.76% (4)	24.39% (10)	41	n/a	n/a
General Billing	5% (2)	5% (2)	60% (24)	0% (0)	10% (4)	20% (8)	40	n/a	n/a
Inventory	0% (0)	5% (2)	57.5% (23)	0% (0)	10% (4)	27.5% (11)	40	n/a	n/a
Munis Office	0% (0)	7.5% (3)	55% (22)	0% (0)	5% (2)	32.5% (13)	40	n/a	n/a
Performance Based Budgeting	0% (0)	5.13% (2)	61.54% (24)	0% (0)	5.13% (2)	28.21% (11)	39	n/a	n/a
Project and Grant Accounting	2.44% (1)	17.07% (7)	53.66% (22)	0% (0)	4.88% (2)	21.95% (9)	41	n/a	n/a
Purchase Orders	38.1% (16)	40.48% (17)	14.29% (6)	0% (0)	0% (0)	7.14% (3)	42	n/a	n/a
Requisitions	44.44% (20)	26.67% (12)	20% (9)	0% (0)	0% (0)	8.89% (4)	45	n/a	n/a
Tyler GASB 34 Reporter	2.5% (1)	5% (2)	52.5% (21)	0% (0)	5% (2)	35% (14)	40	n/a	n/a
Tyler Pulse	0% (0)	5% (2)	52.5% (21)	0% (0)	7.5% (3)	35% (14)	40	n/a	n/a
Tyler Reporting Services	2.44% (1)	14.63% (6)	48.78% (20)	2.44% (1)	4.88% (2)	26.83% (11)	41	n/a	n/a
Tyler Role-Tailored Dashboard	9.76% (4)	17.07% (7)	46.34% (19)	0% (0)	4.88% (2)	21.95% (9)	41	n/a	n/a
TylerForms	5.13% (2)	12.82% (5)	48.72% (19)	0% (0)	2.56% (1)	30.77% (12)	39	n/a	n/a
Tyler Content Manager	11.9% (5)	16.67% (7)	42.86% (18)	2.38% (1)	4.76% (2)	21.43% (9)	42	n/a	n/a
Vendor Self Service	0% (0)	5% (2)	57.5% (23)	0% (0)	5% (2)	32.5% (13)	40	n/a	n/a
Total Respondents							48		
(skipped this question)							63		
100. Munis Human Capital Management modules									
	Use Regularly	Use Occasionally	Never Use	Don't Have - Should Purchase	Don't Need	Don't Know	Response Total	Points	Avg
Applicant Tracking	5.13% (2)	5.13% (2)	46.15% (18)	10.26% (4)	7.69% (3)	25.64% (10)	39	n/a	n/a
Employee Expense Reimbursement	5% (2)	7.5% (3)	50% (20)	17.5% (7)	2.5% (1)	17.5% (7)	40	n/a	n/a
Employee Professional Development	2.63% (1)	10.53% (4)	50% (19)	21.05% (8)	0% (0)	15.79% (6)	38	n/a	n/a
Employee Self Service	5% (2)	10% (4)	45% (18)	22.5% (9)	0% (0)	17.5% (7)	40	n/a	n/a
Payroll	10% (4)	10% (4)	50% (20)	5% (2)	2.5% (1)	22.5% (9)	40	n/a	n/a
Risk Management	2.5% (1)	2.5% (1)	57.5% (23)	5% (2)	2.5% (1)	30% (12)	40	n/a	n/a
Tyler Content Manager	10.26% (4)	5.13% (2)	43.59% (17)	10.26% (4)	2.56% (1)	28.21% (11)	39	n/a	n/a
Tyler Pulse	2.63% (1)	0% (0)	50% (19)	7.89% (3)	2.63% (1)	36.84% (14)	38	n/a	n/a
Tyler Reporting Services	7.5% (3)	0% (0)	47.5% (19)	7.5% (3)	2.5% (1)	35% (14)	40	n/a	n/a
Tyler Role-Tailored Dashboard	12.82% (5)	0% (0)	48.72% (19)	2.56% (1)	2.56% (1)	33.33% (13)	39	n/a	n/a
Total Respondents							41		
(skipped this question)							70		
101. Munis Citizen Services									
	Use Regularly	Use Occasionally	Never Use	Don't Have - Should Purchase	Don't Need	Don't Know	Response Total	Points	Avg
Accounts Receivable	7.69% (3)	7.69% (3)	53.85% (21)	2.56% (1)	15.38% (6)	12.82% (5)	39	n/a	n/a
Animal Licenses	2.63% (1)	0% (0)	60.53% (23)	2.63% (1)	15.79% (6)	18.42% (7)	38	n/a	n/a
Business Licenses	19.51% (8)	19.51% (8)	41.46% (17)	4.88% (2)	7.32% (3)	7.32% (3)	41	n/a	n/a
Central Property	2.63% (1)	5.26% (2)	55.26% (21)	5.26% (2)	15.79% (6)	15.79% (6)	38	n/a	n/a
Citizen Self Service	2.63% (1)	0% (0)	55.26% (21)	18.42% (7)	10.53% (4)	13.16% (5)	38	n/a	n/a
General Billing	5.71% (2)	0% (0)	62.86% (22)	2.86% (1)	11.43% (4)	17.14% (6)	35	n/a	n/a
Jury Selection	2.7% (1)	0% (0)	59.46% (22)	0% (0)	21.62% (8)	16.22% (6)	37	n/a	n/a
Maplink	0% (0)	2.63% (1)	60.53% (23)	5.26% (2)	10.53% (4)	21.05% (8)	38	n/a	n/a
Parking Tickets	2.7% (1)	2.7% (1)	59.46% (22)	2.7% (1)	16.22% (6)	16.22% (6)	37	n/a	n/a
Permits and Code Enforcement	15.79% (6)	5.26% (2)	47.37% (18)	13.16% (5)	10.53% (4)	7.89% (3)	38	n/a	n/a
Slip Reservations	2.63% (1)	0% (0)	60.53% (23)	0% (0)	15.79% (6)	21.05% (8)	38	n/a	n/a
Tyler Notify	2.63% (1)	0% (0)	60.53% (23)	0% (0)	15.79% (6)	21.05% (8)	38	n/a	n/a
Work Orders, Fleet & Facilities	5% (2)	5% (2)	52.5% (21)	7.5% (3)	15% (6)	15% (6)	40	n/a	n/a
Tyler Incident Management	2.56% (1)	0% (0)	58.97% (23)	5.13% (2)	15.38% (6)	17.95% (7)	39	n/a	n/a
Total Respondents							43		
(skipped this question)							68		
102. Munis Support Comments									
Total Respondents							30		

(skipped this question)					81
103. Munis Recommendation					
Total Respondents					23
(skipped this question)					88
104. Track-It! Functionality					
		Response Total	Response Percent	Points	Avg
Very Satisfied		2	22%	n/a	n/a
Satisfied		4	44%	n/a	n/a
Neutral		3	33%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		9	100%		
(skipped this question)					102
105. Track-It! Performance					
		Response Total	Response Percent	Points	Avg
Very Satisfied		1	11%	n/a	n/a
Satisfied		5	56%	n/a	n/a
Neutral		3	33%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		9	100%		
(skipped this question)					102
106. Track-It! Reporting					
		Response Total	Response Percent	Points	Avg
Very Satisfied		2	22%	n/a	n/a
Satisfied		2	22%	n/a	n/a
Neutral		5	56%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		9	100%		
(skipped this question)					102
107. Track-It! Support					
		Response Total	Response Percent	Points	Avg
Very Satisfied		1	11%	n/a	n/a
Satisfied		3	33%	n/a	n/a
Neutral		5	56%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		9	100%		
(skipped this question)					102
108. Track-It! Support Comments					
Total Respondents					3
(skipped this question)					108
109. Track-It! Recommendation					
Total Respondents					2
(skipped this question)					109
110. Rightfax Functionality					
		Response Total	Response Percent	Points	Avg
Very Satisfied		2	20%	n/a	n/a
Satisfied		4	40%	n/a	n/a
Neutral		4	40%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		10	100%		
(skipped this question)					101

111. Rightfax Performance				
		Response Total	Response Percent	Points
Very Satisfied		2	20%	n/a
Satisfied		4	40%	n/a
Neutral		4	40%	n/a
Dissatisfied		0	0%	n/a
Very Dissatisfied		0	0%	n/a
Total Respondents		10	100%	
		(skipped this question)	101	
112. Rightfax Reporting				
		Response Total	Response Percent	Points
Very Satisfied		1	10%	n/a
Satisfied		3	30%	n/a
Neutral		4	40%	n/a
Dissatisfied		2	20%	n/a
Very Dissatisfied		0	0%	n/a
Total Respondents		10	100%	
		(skipped this question)	101	
113. Rightfax Support				
		Response Total	Response Percent	Points
Very Satisfied		1	10%	n/a
Satisfied		2	20%	n/a
Neutral		5	50%	n/a
Dissatisfied		1	10%	n/a
Very Dissatisfied		1	10%	n/a
Total Respondents		10	100%	
		(skipped this question)	101	
114. Rightfax Support Comments				
			Total Respondents	5
			(skipped this question)	106
115. Rightfax Recommendation				
			Total Respondents	4
			(skipped this question)	107
116. RTA Fleet Management Functionality				
		Response Total	Response Percent	Points
Very Satisfied		1	33%	n/a
Satisfied		1	33%	n/a
Neutral		1	33%	n/a
Dissatisfied		0	0%	n/a
Very Dissatisfied		0	0%	n/a
Total Respondents		3	100%	
		(skipped this question)	108	
117. RTA Fleet Management Performance				
		Response Total	Response Percent	Points
Very Satisfied		1	33%	n/a
Satisfied		1	33%	n/a
Neutral		1	33%	n/a
Dissatisfied		0	0%	n/a
Very Dissatisfied		0	0%	n/a
Total Respondents		3	100%	
		(skipped this question)	108	
118. RTA Fleet Management Reporting				
		Response Total	Response Percent	Points
Very Satisfied		1	33%	n/a
Satisfied		1	33%	n/a
Neutral		1	33%	n/a

Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		3	100%		
(skipped this question)			108		
119. RTA Fleet Management Support					
		Response Total	Response Percent	Points	Avg
Very Satisfied		1	33%	n/a	n/a
Satisfied		1	33%	n/a	n/a
Neutral		1	33%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
Total Respondents		3	100%		
(skipped this question)			108		
120. RTA Fleet Management Support Comments					
Total Respondents				2	
(skipped this question)				109	
121. RTA Fleet Management Recommendation					
Total Respondents				1	
(skipped this question)				110	
122. Spillman Functionality					
		Response Total	Response Percent	Points	Avg
Very Satisfied		0	0%	n/a	n/a
Satisfied		13	50%	n/a	n/a
Neutral		4	15%	n/a	n/a
Dissatisfied		6	23%	n/a	n/a
Very Dissatisfied		3	12%	n/a	n/a
Total Respondents		26	100%		
(skipped this question)			85		
123. Spillman Performance					
		Response Total	Response Percent	Points	Avg
Very Satisfied		1	4%	n/a	n/a
Satisfied		9	35%	n/a	n/a
Neutral		7	27%	n/a	n/a
Dissatisfied		7	27%	n/a	n/a
Very Dissatisfied		2	8%	n/a	n/a
Total Respondents		26	100%		
(skipped this question)			85		
124. Spillman Reporting					
		Response Total	Response Percent	Points	Avg
Very Satisfied		0	0%	n/a	n/a
Satisfied		11	42%	n/a	n/a
Neutral		11	42%	n/a	n/a
Dissatisfied		3	12%	n/a	n/a
Very Dissatisfied		1	4%	n/a	n/a
Total Respondents		26	100%		
(skipped this question)			85		
125. Spillman Support					
		Response Total	Response Percent	Points	Avg
Very Satisfied		1	4%	n/a	n/a
Satisfied		4	15%	n/a	n/a
Neutral		8	31%	n/a	n/a
Dissatisfied		9	35%	n/a	n/a
Very Dissatisfied		4	15%	n/a	n/a
Total Respondents		26	100%		
(skipped this question)			85		
126. Spillman Modules					

	Use Regularly	Use Occasionally	Never Use	Don't Have - Should Purchase	Don't Need	Don't Know	Response Total	Points	Avg
Alarm Tracking & Billing	5% (1)	10% (2)	50% (10)	0% (0)	15% (3)	20% (4)	20	n/a	n/a
Community Dashboard	0% (0)	15.79% (3)	36.84% (7)	0% (0)	5.26% (1)	42.11% (8)	19	n/a	n/a
CAD Dashboard	61.9% (13)	0% (0)	4.76% (1)	4.76% (1)	4.76% (1)	23.81% (5)	21	n/a	n/a
CompStat Dashboard	15.79% (3)	0% (0)	31.58% (6)	5.26% (1)	5.26% (1)	42.11% (8)	19	n/a	n/a
Civil Process	0% (0)	15.79% (3)	42.11% (8)	0% (0)	10.53% (2)	31.58% (6)	19	n/a	n/a
CAD Mapping	33.33% (7)	28.57% (6)	19.05% (4)	9.52% (2)	0% (0)	9.52% (2)	21	n/a	n/a
CAD	81.82% (18)	4.55% (1)	4.55% (1)	0% (0)	0% (0)	9.09% (2)	22	n/a	n/a
ERS Fire and EMS Records	10.53% (2)	0% (0)	47.37% (9)	5.26% (1)	10.53% (2)	26.32% (5)	19	n/a	n/a
Evidence Management	42.86% (9)	19.05% (4)	19.05% (4)	0% (0)	0% (0)	19.05% (4)	21	n/a	n/a
Equipment Maintenance	9.52% (2)	4.76% (1)	42.86% (9)	9.52% (2)	9.52% (2)	23.81% (5)	21	n/a	n/a
E911 Interface	5% (1)	5% (1)	40% (8)	20% (4)	0% (0)	30% (6)	20	n/a	n/a
Fire Mobile AVL Mapping	5% (1)	0% (0)	55% (11)	0% (0)	10% (2)	30% (6)	20	n/a	n/a
Fire Mobile Premises and Hazmat	0% (0)	0% (0)	60% (12)	10% (2)	0% (0)	30% (6)	20	n/a	n/a
Fire Mobile CAD	0% (0)	0% (0)	60% (12)	5% (1)	5% (1)	30% (6)	20	n/a	n/a
Fleet Maintenance	0% (0)	0% (0)	50% (10)	15% (3)	10% (2)	25% (5)	20	n/a	n/a
Imaging	10% (2)	5% (1)	35% (7)	10% (2)	0% (0)	40% (8)	20	n/a	n/a
Inventory Management	9.52% (2)	9.52% (2)	42.86% (9)	0% (0)	4.76% (1)	33.33% (7)	21	n/a	n/a
InSight	15% (3)	35% (7)	20% (4)	0% (0)	10% (2)	20% (4)	20	n/a	n/a
Licenses & Permits	15.79% (3)	15.79% (3)	31.58% (6)	5.26% (1)	0% (0)	31.58% (6)	19	n/a	n/a
Mobile Voiceless CAD	0% (0)	10% (2)	35% (7)	5% (1)	10% (2)	40% (8)	20	n/a	n/a
Mobile State & National Queries	35% (7)	25% (5)	15% (3)	0% (0)	5% (1)	20% (4)	20	n/a	n/a
Mobile AVL Mapping	14.29% (3)	4.76% (1)	42.86% (9)	0% (0)	4.76% (1)	33.33% (7)	21	n/a	n/a
Mobile Records	33.33% (7)	9.52% (2)	19.05% (4)	0% (0)	4.76% (1)	33.33% (7)	21	n/a	n/a
Mobile Driver License Scanning	19.05% (4)	9.52% (2)	28.57% (6)	23.81% (5)	0% (0)	19.05% (4)	21	n/a	n/a
Mobile Law & Field Interview Forms	39.13% (9)	13.04% (3)	17.39% (4)	4.35% (1)	0% (0)	26.09% (6)	23	n/a	n/a
Mobile Accident Forms	14.29% (3)	4.76% (1)	33.33% (7)	28.57% (6)	0% (0)	19.05% (4)	21	n/a	n/a
Mobile Citation Forms	5% (1)	10% (2)	35% (7)	30% (6)	0% (0)	20% (4)	20	n/a	n/a
Mobile Premises & HazMat	0% (0)	4.76% (1)	52.38% (11)	9.52% (2)	4.76% (1)	28.57% (6)	21	n/a	n/a
Premises & HazMat	0% (0)	0% (0)	45% (9)	15% (3)	5% (1)	35% (7)	20	n/a	n/a
Personnel Management	0% (0)	20% (4)	40% (8)	5% (1)	5% (1)	30% (6)	20	n/a	n/a
Pin Mapping	10% (2)	20% (4)	45% (9)	0% (0)	0% (0)	25% (5)	20	n/a	n/a
Response Plans	0% (0)	5% (1)	50% (10)	15% (3)	0% (0)	30% (6)	20	n/a	n/a
Rip and Run	0% (0)	5% (1)	45% (9)	5% (1)	0% (0)	45% (9)	20	n/a	n/a
Sex Offenders	5% (1)	20% (4)	35% (7)	10% (2)	0% (0)	30% (6)	20	n/a	n/a
StateLink	38.1% (8)	19.05% (4)	19.05% (4)	4.76% (1)	0% (0)	19.05% (4)	21	n/a	n/a
Spillman Touch	5% (1)	10% (2)	30% (6)	15% (3)	0% (0)	40% (8)	20	n/a	n/a
Traffic Information	19.05% (4)	14.29% (3)	28.57% (6)	9.52% (2)	4.76% (1)	23.81% (5)	21	n/a	n/a
Vehicle Impound	25% (5)	30% (6)	25% (5)	5% (1)	0% (0)	15% (3)	20	n/a	n/a
Total Respondents							24		
(skipped this question)							87		
127. Spillman Support Comments									
Total Respondents							19		
(skipped this question)							92		
128. Spillman Recommendation									
Total Respondents							17		
(skipped this question)							94		
129. Sprint Smartview Functionality									
							Response Total	Response Percent	Points Avg
Very Satisfied							0	0%	n/a n/a
Satisfied							2	33%	n/a n/a
Neutral							0	0%	n/a n/a
Dissatisfied							2	33%	n/a n/a
Very Dissatisfied							2	33%	n/a n/a
Total Respondents							6	100%	
(skipped this question)							105		
130. Sprint Smartview Performance									
							Response Total	Response Percent	Points Avg
Very Satisfied							0	0%	n/a n/a
Satisfied							2	33%	n/a n/a
Neutral							0	0%	n/a n/a
Dissatisfied							2	33%	n/a n/a
Very Dissatisfied							2	33%	n/a n/a

		Total Respondents	6	100%	
		(skipped this question)	105		
131. Sprint Smartview Reporting					
		Response Total	Response Percent	Points	Avg
Very Satisfied		0	0%	n/a	n/a
Satisfied		2	33%	n/a	n/a
Neutral		0	0%	n/a	n/a
Dissatisfied		2	33%	n/a	n/a
Very Dissatisfied		2	33%	n/a	n/a
		Total Respondents	6	100%	
		(skipped this question)	105		
132. Sprint Smartview Support					
		Response Total	Response Percent	Points	Avg
Very Satisfied		0	0%	n/a	n/a
Satisfied		1	17%	n/a	n/a
Neutral		2	33%	n/a	n/a
Dissatisfied		2	33%	n/a	n/a
Very Dissatisfied		1	17%	n/a	n/a
		Total Respondents	6	100%	
		(skipped this question)	105		
133. Sprint Smartview Support Comments					
				Total Respondents	5
				(skipped this question)	106
134. Sprint Smartview Recommendation					
				Total Respondents	4
				(skipped this question)	107
135. Veritrax Security Functionality					
		Response Total	Response Percent	Points	Avg
Very Satisfied		0	0%	n/a	n/a
Satisfied		0	0%	n/a	n/a
Neutral		0	0%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
		Total Respondents	0	100%	
		(skipped this question)	1		
136. Veritrax Security Performance					
		Response Total	Response Percent	Points	Avg
Very Satisfied		0	0%	n/a	n/a
Satisfied		0	0%	n/a	n/a
Neutral		0	0%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
		Total Respondents	0	100%	
		(skipped this question)	1		
137. Veritrax Security Reporting					
		Response Total	Response Percent	Points	Avg
Very Satisfied		0	0%	n/a	n/a
Satisfied		0	0%	n/a	n/a
Neutral		0	0%	n/a	n/a
Dissatisfied		0	0%	n/a	n/a
Very Dissatisfied		0	0%	n/a	n/a
		Total Respondents	0	100%	
		(skipped this question)	1		
138. Veritrax Security Support					
		Response Total	Response Percent	Points	Avg

Very Satisfied	0	0%	n/a	n/a				
Satisfied	0	0%	n/a	n/a				
Neutral	0	0%	n/a	n/a				
Dissatisfied	0	0%	n/a	n/a				
Very Dissatisfied	0	0%	n/a	n/a				
Total Respondents		0	100%					
(skipped this question)		1						
139. Veritrax Security Support Comments								
No responses were entered for this question.								
Total Respondents		0						
(skipped this question)		1						
140. Veritrax Security Recommendation								
No responses were entered for this question.								
Total Respondents		0						
(skipped this question)		1						
141. Internet usage								
		Response Total	Response Percent	Points Avg				
Yes		95	96%	n/a n/a				
No		4	4%	n/a n/a				
Total Respondents		99						
(skipped this question)		12						
142. Internet usage per day								
		Response Total	Response Percent	Points Avg				
0-1 Hour per Day		21	23%	n/a n/a				
1-2 Hours per Day		25	27%	n/a n/a				
2-4 Hours per Day		18	20%	n/a n/a				
More Than 4 Hours per Day		28	30%	n/a n/a				
Total Respondents		92	100%					
(skipped this question)		19						
143. Internet outages								
		Response Total	Response Percent	Points Avg				
No Outages the Internet is Critical		33	35%	n/a n/a				
No More Than 1 Time Per Month		25	27%	n/a n/a				
No More Than 2 Times Per Month		24	26%	n/a n/a				
No More Than 4 Times Per Month		7	8%	n/a n/a				
It Doesn't Matter The Internet is Not Critical		4	4%	n/a n/a				
Total Respondents		93	100%					
(skipped this question)		18						
144. Blocked websites								
		Response Total	Response Percent	Points Avg				
Never		78	84%	n/a n/a				
Once a day		8	9%	n/a n/a				
1-2 times a day		4	4%	n/a n/a				
3-4 times a day		1	1%	n/a n/a				
More than 5 times a day		2	2%	n/a n/a				
Total Respondents		93	100%					
(skipped this question)		18						
145. Communication Vehicles								
	1	2	3	4	5	Response Total	Response Average	
Email	75.79% (72)	12.63% (12)	2.11% (2)	3.16% (3)	6.32% (6)	95	1.52	
Web pages and resources	28.72% (27)	29.79% (28)	35.11% (33)	2.13% (2)	4.26% (4)	94	2.23	
Weekly printed material	15.79% (15)	14.74% (14)	24.21% (23)	28.42% (27)	16.84% (16)	95	3.16	
Bulletin boards	9.68% (9)	7.53% (7)	22.58% (21)	29.03% (27)	31.18% (29)	93	3.65	
Face-to-face communication	39.78% (37)	25.81% (24)	15.05% (14)	6.45% (6)	12.9% (12)	93	2.27	
Total Respondents							95	
(skipped this question)							16	

146. Communication Improvements via Intranet															
												Total Respondents	47		
												(skipped this question)	64		
147. Improvement in Job via Intranet															
												Total Respondents	42		
												(skipped this question)	69		
148. Current Method of Communications															
												Response Total	Response Percent	Points	Avg
Very Effective											2	2%	n/a	n/a	
Effective											37	41%	n/a	n/a	
Neutral											40	44%	n/a	n/a	
Ineffective											9	10%	n/a	n/a	
Very Ineffective											2	2%	n/a	n/a	
												Total Respondents	90	100%	
												(skipped this question)	21		
149. Qualities of Intranet															
	1	2	3	4	5	6	7	8	9	10	Response Total	Response Average			
Simple Navigation	65.56% (59)	11.11% (10)	5.56% (5)	4.44% (4)	5.56% (5)	0% (0)	0% (0)	1.11% (1)	0% (0)	6.67% (6)	90	2.26			
Looks Good	14.77% (13)	12.5% (11)	6.82% (6)	15.91% (14)	23.86% (21)	1.14% (1)	6.82% (6)	6.82% (6)	3.41% (3)	7.95% (7)	88	4.62			
Solves a Particular Business Problem	38.2% (34)	20.22% (18)	11.24% (10)	2.25% (2)	8.99% (8)	2.25% (2)	2.25% (2)	3.37% (3)	4.49% (4)	6.74% (6)	89	3.3			
Information is Easy to Find	62.64% (57)	18.68% (17)	7.69% (7)	0% (0)	2.2% (2)	0% (0)	1.1% (1)	2.2% (2)	0% (0)	5.49% (5)	91	2.14			
Personalization/Customization Capability	21.11% (19)	12.22% (11)	15.56% (14)	5.56% (5)	17.78% (16)	2.22% (2)	2.22% (2)	8.89% (8)	3.33% (3)	11.11% (10)	90	4.44			
Shared Communication	37.78% (34)	20% (18)	8.89% (8)	11.11% (10)	6.67% (6)	3.33% (3)	3.33% (3)	3.33% (3)	0% (0)	5.56% (5)	90	3.08			
Event and Project Calendars	34.83% (31)	20.22% (18)	8.99% (8)	5.62% (5)	11.24% (10)	3.37% (3)	5.62% (5)	5.62% (5)	1.12% (1)	3.37% (3)	89	3.29			
Document Management	37.08% (33)	14.61% (13)	12.36% (11)	2.25% (2)	8.99% (8)	6.74% (6)	1.12% (1)	10.11% (9)	2.25% (2)	4.49% (4)	89	3.52			
Relevant Search Results	35.23% (31)	19.32% (17)	14.77% (13)	4.55% (4)	3.41% (3)	4.55% (4)	3.41% (3)	4.55% (4)	5.68% (5)	4.55% (4)	88	3.38			
Integration with Other Applications	33.33% (30)	16.67% (15)	10% (9)	4.44% (4)	13.33% (12)	2.22% (2)	5.56% (5)	3.33% (3)	4.44% (4)	6.67% (6)	90	3.67			
												Total Respondents	91		
												(skipped this question)	20		
150. Overall the technology and software provided to me over the time I have been with the City has:															
												Response Total	Response Percent	Points	Avg
Increased my productivity											47	50%	n/a	n/a	
Reduced costs in my work unit											18	19%	n/a	n/a	
Enhanced the quality of my work											40	43%	n/a	n/a	
Allowed me to better meet my job requirements											55	59%	n/a	n/a	
Reduced my productivity											14	15%	n/a	n/a	
Increased costs in my work unit											7	7%	n/a	n/a	
Negatively impacted the quality of my work											11	12%	n/a	n/a	
Made it difficult to meet my job requirements											13	14%	n/a	n/a	
Other comments, please specify view											10	11%	n/a	n/a	
												Total Respondents	94		
												(skipped this question)	17		
151. Please provide detail as to why you selected the answer you did related the effect on your productivity, costs in your work unit, effect on your work quality, or the ability to meet your job requirements. Your comments here will better enable us to focus any strategic initiatives related to the delivery of IT within the City.															
												Total Respondents	53		
												(skipped this question)	58		
152. Telephone SystemPlease provide your comments and expectations related to telephone system features available within the City. These comments should include and how telephone system features meet or could meet your expectations. Please provide your recommendations related to:• How the City's telephone system should be improved over the next 3 to 5 years.• How telephone system improvements will enhance productivity and/or efficiency in your area of responsibility.															
												Total Respondents	51		
												(skipped this question)	60		
153. Mobile ComputingPlease provide your recommendations and ideas related to how the City should implement a mobile computing strategy. Include recommendations related to services you would like to see available such as: 1. Tablet based electronic inspection forms.2. Ability to pay via smartphone.3. Ability to apply and pay for permits via smartphone or tablet.4. Other suggestions.															
												Total Respondents	44		
												(skipped this question)	67		

154. BYOD				
		Response Total	Response Percent	Points
Yes		45	51%	n/a
No		44	49%	n/a
Total Respondents			89	
(skipped this question)			22	
155. BYOD Comments				
Total Respondents			47	
(skipped this question)			64	
156. Additional Information Technology Related ServicesPlease provide your comments and expectations related to the City's Information Technology (IT) provided services. These comments should include how IT services currently meet, or could be improved to meet your expectations. Please provide your recommendations related to:• How the City's IT services should be improved over the next 3 to 5 years.• How improvements in the City's IT services will enhance productivity and/or efficiency in your area of responsibility.				
Total Respondents			52	
(skipped this question)			59	
157. CommentsPlease provide your suggestions related to the use of technology to enhance access to and deliver services to benefit the City's business partners over the next 3 to 5 years.				
Total Respondents			33	
(skipped this question)			78	
158. Additional CommentsPlease provide any additional goals and or comments you see as important to IT not listed above.				
Total Respondents			22	
(skipped this question)			89	

Comment Question Summary

Survey Title: City of Maricopa: IT Assessment and IT Strategic Plan

Responses By Question Analysis:

1. Adobe Creative Support Comments

1. My only need related to Adobe Creative Suite is upgrading to more recent versions when they become available.
2. Converting documents for scanning and emailing
3. Little to no product support, other than basic installation and setup. The only issue that has come up is when other users are running older version, design files are not backwards compatible so they are unable to open.
4. Application has limited functionality. When multiple .pdfs are open the program often crashes. Documents set up for signature often crash when attempting to edit, save, send or print.
5. Simple tasks such as saving a file, printing, etc. take a long time and freeze up my computer, preventing me from completing other tasks while I wait.

Total Respondents	5
(skipped this question)	106

2. Adobe Creative Recommendation

1. I think we need to convert to the Adobe Air solution which would be a monthly fee per user but would ensure we are all on the latest version possible - being on different versions has caused significant difficulties in sharing files internally and communicating with various vendors.
2. Works perfectly

3. Would like to switch to Adobe Cloud membership so we can have access to all products available from Adobe. This will allow us to be on the latest version and features.
4. Increase tool and editing capabilities for staff level positions. Fix bugs causing .pdf documents to crash.

Total Respondents	4
(skipped this question)	107

3. Adobe Pro Support Comments

1. My only issue with Adobe Pro is that it frequently has updates which require IT to assist with installing as I do not have administrator rights. I'm not sure if it impacts Adobe Pro's or my computer's performance, but it is definitely an annoyance.
2. It would be nice if we could have classes on what adobe pro can do.
3. We have learned by "playing". We have had no official training.
4. Converting documents for scanning
5. N/A
6. I had never used Adobe Pro before coming here. I really like it.
7. I could use some training on Adobe Pro and its functionality
8. It is frustrating that I can't edit a pdf file that I get. I have to send it to someone else to convert to word and then edit. This may be more a budgetary issues as there are no funds for an up-grade.
9. No Comments
10. It is a standalone program... I just use it, no need for help.

Total Respondents	10
(skipped this question)	101

4. Adobe Pro Recommendation

1. Because of the more and more common use of Adobe Pro and the need for many staff to combine and edit pdf files, I suggest that this become a standard install on ALL staff machines.
2. Change user rights to allow for automatic installation of updates.
3. Training
4. Works perfectly
5. NEED ADMIN ACCESS TO UPDATE ADOBE PDF WHEN THE PROGRAM ASK ME TO UPDATE.
6. N/A
7. No Comments
8. Would like a new version. at some point support for 9 will end

Total Respondents	8
(skipped this question)	103

5. All Pro Tournament Scheduler Support Comments

[No Answer Entered]

No responses were entered for this question.

Total Respondents 0
(skipped this question) 1

6. All Pro Tournament Scheduler Recommendation

[No Answer Entered]

No responses were entered for this question.

Total Respondents 0
(skipped this question) 1

7. ARAS360 Support Comments

1. IT needs to learn this software to get an idea of how to get support. I was told over a month ago they knew nothing about the software but when a supervisor got involved they became "experts"

Total Respondents	1
(skipped this question)	110

8. ARAS360 Recommendation

1. Learn it!

Total Respondents	1
(skipped this question)	110

9. ArcGIS Support Comments

1. Our maps are poor, not updated and we have received poor service. We need updated maps for officer safety purposes and for public safety response. Even our dispatchers don't have updated maps so they can't direct our officers in to emergency calls for service.

Total Respondents	1
(skipped this question)	110

10. ArcGIS Recommendation

1. Get a City worker trained in Arc GIS, even a PD Analyst can get this training and make the appropriate recommendations.

Total Respondents	1
(skipped this question)	110

11. Asure ID Support Comments

[No Answer Entered]

No responses were entered for this question.

Total Respondents 0
(skipped this question) 1

12. Asure ID Recommendation

[No Answer Entered]

No responses were entered for this question.

Total Respondents 0
(skipped this question) 1

13. AutoCAD Support Comments

1. In the past it has been difficult to get installed. To personalize, add fonts requires admin credentials.
2. Officers till have problems with getting the necessary information for their calls.
3. NONE

Total Respondents 3
(skipped this question) 108

14. AutoCAD Recommendation

1. NONE

Total Respondents 1
(skipped this question) 110

15. LPR Support Comments

1. City IT personnel are not properly trained to install, repair or advise our personnel on anything related to the LPR. While they have tried to be helpful, they just don't have the training and experience necessary to help.

Total Respondents 1
(skipped this question) 110

16. LPR Recommendation

[No Answer Entered]

No responses were entered for this question.

Total Respondents 0
(skipped this question) 111

17. Cace-L Support Comments

[No Answer Entered]

No responses were entered for this question.

Total Respondents 0
(skipped this question) 111

18. Cace-L Recommendation

1. It would be nice to move away from Cace to Power DMX, which is the newest software support program to manage CALEA accreditation.

Total Respondents	1
(skipped this question)	110

19. Crystal Reports Support Comments

1. we are just getting started with this
2. All that I know about Crystal I have taught myself through working with it and some practice materials from Spillman. I think it is the greatest.
3. Crystal is a new product in our environment; very little internal support as IT does not have this skillset in their support team.

Total Respondents	3
(skipped this question)	108

20. Crystal Reports Recommendation

1. Crystal can do anything as long as you know what table to connect. I think it is the best.
2. Need the City IT's support. It seems like if they don't support it, they won't recommend it or give advice to fix.
3. Would like additional training for users and designers alike.

Total Respondents	3
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(skipped this question)

108

21. Discovery Archive Attender Support Comments

[No Answer Entered]

No responses were entered for this question.

Total Respondents 0

(skipped this question) 1

22. Discovery Archive Attender Recommendation

[No Answer Entered]

No responses were entered for this question.

Total Respondents 0

(skipped this question) 1

23. Dreamweaver Support Comments

1. There are few developers using Dreamweaver, so there's really no internal IT support for the product itself.
2. My preference is to discuss this in person

Total Respondents

2

(skipped this question)

109

24. Dreamweaver Recommendation

1. I think we will be able to phase this out completely in the near future
2. None. This software is rare used as we have moved to a CRM type application for web development.
3. My preference is to discuss this in person

Total Respondents

3

(skipped this question)

108

25. EMS FieldMap Support Comments

1. Needs to be update as city grows

2. It works, haven't needed support for it before
3. Need it to find addresses from complaints or for contractors who do work for the City.
4. Maps need to be updated with current streets and numbers. Surrounding area to include ak-chin, thunderbird farms, white road, and hidden valley would be helpful also.
5. I was told EMS field map was not to be used and it was taken off my computer. I really liked that mapping, it was easy to use and was accurate. The Map in Spillman is troublesome and is so cumbersome and inaccurate I only use when absolutely necessary.
6. The EMS map is the only map that helps us know where to go. It needs to be updated with corrections. It has been this way (not updated) for years. This is a public safety issue that could have devastating effects if not resolved. The public depends on us to get to them quickly when they need us. Would you want your police dept. to have incorrect and outdated maps for its officers when you call them in an emergency?
7. THE MAPS ARE OUTDATED AND FROM MY UNDERSTANDING CANNOT BE CORRECTED. I ALSO BELIEVE THAT I WAS TOLD BY I.T. THAT THE SYSTEM WAS ONLY A FREE TRIAL AND GPS CANNOT BE INTIGRATED INTO THE PROGRAM. ALSO FIND SEVERAL STREETS MISLABELED AND WAS INFORMED THAT CANNOT BE CORRECTED.
8. NONE
9. EMS FieldMap needs to be updated for recent changes in the city. Otherwise, this is one of the best, most user friendly, and expedient mapping applications I have ever used.
10. Needs to be updated but prefer it over any other mapping system or software. Most police officers like EMS but we only have the original upload of the system. No know eliminate the program just update it

Total	10
Respondents	
(skipped this	101

question)

26. EMS FieldMap Recommendation

1. Update and user friendly
2. None
3. I like it and want it back
4. Update the EMS map immediately. The Spillman map does not do the job that the EMS map does.
5. PURCHASE A VERSION THAT CAN BE UPDATED AND WILL INTEGRATE WITH THE SPILLMAN SYSTEM AND GPS.
6. NONE
7. EMS FieldMap needs to be updated for recent changes in the city. Otherwise, this is one of the best, most user friendly, and expedient mapping applications I have ever used.
8. System failure at times. Updates quarterly to improve on locations in the city.

Total Respondents	8
(skipped this question)	103

27. Joomla Support Comments

1. Would like to see articles approved on a more timely basis. Also the ability to manage calendar entries. Currently only one license is available for the Calendar module which sometimes results in a bottleneck.
2. We have extremely low data bandwidth which makes it difficult to navigate through the Joomla platform to manage web content.

Total Respondents	2
(skipped this question)	109

28. Joomla Recommendation

1. Purchase additional license for Calendar or find an

alternate way to manage the entries.

2. Increase internet bandwidth.

Total Respondents	2
(skipped this question)	109

29. Laserfiche Support Comments

1. The program as it is limited. It is not very user friendly.

Total Respondents	1
(skipped this question)	110

30. Laserfiche Recommendation

1. The ability to empty the "trash", the ability to import pdf documents that can be ocr'd. The ability to delete pages as needed for corrections.

Total Respondents	1
(skipped this question)	110

31. Legistar Support Comments

1. I rarely use Legistar but have access.
2. The support has nothing to do with the City of Maricopa staff but rather with the program itself and support from Granicus/Legistar staff.
3. Works as needed, no difficulties with its use.
4. Legistar is new to most users. Granicus' knowledgebase provides a lot of information. Internal support is limited.
5. I find the search capabilities not very user friendly. Overall, application is reliable.
6. Legistar has not replaced the need for Granicus for minute taking as was expected. We are constantly running into unforeseen glitches. Sync times are unacceptable. There is much duplication of effort

needed to complete updates.

7. This program is not intuitive and is buggy, fields default back for no apparent reason. It is a very unsophisticated program and the programmers have put no effort into cleaning this up

Total Respondents	7
(skipped this question)	104

32. Legistar Recommendation

1. Don't use enough to be able to comment.
2. Additional training for users on how to search archives for their reporting needs.
3. Speed up sync time. Intergrade Granicus capabilities into the Legistar program.
4. The web based navigation and search tools that the public sees on our city website are horrendous! I understand how city government works and all our different board and commissions yet I can't find anything. OMG you can go the city web site an search legistar for the word MARICOPA and the you get "No Match Found"!!! How are average citizens to know how to find anything in this program! And there is no help or explanation on what to select to make the search work. It makes us look like we are hiding things. This program does not live up to Councils goals of public transparency.

Total Respondents	4
(skipped this question)	107

33. Microsoft Office Support Comments

1. I would like more training on capabilities of Outlook and shortcuts for Word and Excel.
2. I'd like to see everyone have MS Access available to them, at least in the PD. It would allow us to make existing and future database applications much more globally usable.

3. I'm generally satisfied with the Microsoft Office package. The only issue that I encounter is that my Outlook calendar changes time zones at daylight savings time, which impacts meeting times if not caught.
4. Need an updated version of Microsoft Office. I am unable or have trouble opening some attachments because it is outdated. We all need access to Excel and only a few select people or computers have that program yet we are required to complete daily logs in Excel.
5. Needs updated to a newer version. It would be nice if everyone was on the same version.
6. Feel pretty confident in my Office skills
7. Sharing and collaborating on documents is painful.
8. I have no problems or issues using the components of Office that I use in my job duties. I have never needed to contact IT to have any Office-related questions answered; I have always been able to easily trouble-shoot the odd issue that may arise by using the "help" feature.
9. Wish the HELP was a little more friendly to use.
10. N/A
11. I pretty much figure things out for myself. Sometimes I go to I.T. for support or ask another staff member. I don't think there is a better way necessarily. It seems to work best to ask for direction when you know there must be a way to do something and you just can't figure it out yourself or you don't have Adobe pro so you can't do it yourself.
12. Today's environment almost requires the use of the office products checked above.
13. I am extremely happy with the support that I receive from the IT staff. The Microsoft Office program is vital to my daily duties. I have had very few problems with Microsoft Office and so have rarely met needed assistance IT. The IT staff has worked hard over the last 5 years to meet the needs of our growing City. With the new City buildings, the challenges will only increase and I feel that the current staff will need a

larger team to effectively meet those challenges.

14. We all have different versions so someone will send an attachment from a newer version and on 2003 I will be unable to open it. Please get everyone on the same page with this!
15. I'm sure I know Excel better than they do. IT cannot be expected to know all of the software.
16. Not all computers have MS Office which has led to compatibility issues.
17. Once my computer was updated I was handed my computer and I wasn't given any training on the changes or the differences.
18. no comment
19. Helpful tool
20. Would like to find an alternative to Publisher for desktop publishing
21. THE MAJORITY OF THE PROGRAMS WORK. THERE NEEDS TO BE AN UPDATE TO NEWER VERSIONS AND VISIO NEEDS TO BE INTEGRATED FOR USE WITH ACCIDENT DIAGRAM PROGRAMS.
22. I have not had any training from support and I rarely have problems using Microsoft. Most of the problems come from Outlook.
23. WOULD BE NICE TO HAVE 'ACCESS' AND 'EXCEL'.
24. New configuration/upgrade was launched but it has been trial and error to learn how to use it.
25. Personal support from IT staff has been exceptional. Generally, the online tutorials and documentation is typical "Office".
26. Additional Excel and PowerPoint licenses for Police would be helpful as most do not have access to these programs, but some would utilize them during the normal course of their duties.
27. Outlook is configured in my Parallels application but not on the Mac.
28. I am happy with the software.
29. During the conversion to 2010 the tutorials were helpful. The survey provided in advance was appreciated to determine if we wanted to receive

training instead of assuming we all needed training. IT was very helpful during this conversion and upgrade.

30. Support has been satisfactory.

31. I still run into some issues on functions that I used in Office XP (pivot table) that is not fully explained how the upgrade to 2010 changed how it is done. Maybe this is due to a lack of time on my part to research the "help" function.

32. No comments

33. Just recently had new computer installed at workstation and already have had problems to include system shutdown. Not satisfied at all with the performance of the system and its hardware.

34. I would like to have access to Access and Publisher for occasional use. Also I would like to be able to use Visio to build flow charts.

35. They have offered training but I have not asked and frankly who has time to stop and take training. I am filling this out a 1 am Easter Sunday ... ok Monday. And now I have finally gotten comfortable with 2007, so I do not want to upgrade to 2010

Total	35
Respondents	
(skipped this question)	76

34. Munis Support Comments

1. was never set up right but we have funds and are in the process of fixing this now

2. It would be great if Crystal was connected to Munis

3. I believe that the purchasers should be solely responsible for getting quotes, attaching the documentation to the quote and sending the req out. They should also be responsible for receipting in all things that are delivered to them. The current process requires me to do so much work that I feel I should be paid more because I am doing a finance function. I should just tell them what I want and they should handle the rest. After all, I don't ask them to do any

part of MY job.

4. Most of my experience with Munis is with business licenses: entering and billing and cash receipting. There are features that need to be changed. I have not had to deal with Munis Support for over a year but found them to be helpful the majority of time, but occasionally unable to fix problems or provide answers.
An onsite Munis application expert would help users on their daily issues rather than waiting for Munis support to get back with you. You always have to initiate follow up from them.
5. I have no clue what the full capabilities of Munis are and I doubt that I know how to use it most efficiently. I'm sure that all staff could use more, improved training on its use. I know that it has modules/capabilities which are not being utilized currently and which would help with certain City functions.
6. It is not user friendly.
7. Use Munis daily for requisition entry, PO inquiry, budget reports, PO receiving. Feel that the reports should be able to be customized on the fly so you can get specifically what you are looking for. Sometimes different reports seems to give conflicting budget information.
8. Happy with what I need
9. Munis is very slow and time consuming.
10. Munis is the worse system aside from Casselle I've ever used. It's not user friendly and it's functionality is based on Education systems not government or municipalities. Because of this the functionality is not intuitive for city government use. It's cumbersome and we've never been fully trained nor do we have onsite support for the modules necessary to move us from manually doing our work to doing it electronically. This has put a heavy burden on our department because of the time consumed in doing manual processes.
11. Difficult to use sometimes and sometimes it has issues with needing updates from It at very
- 12.

inconvenient times.

13. I put in reporting requests and they are never completed. Their staff is helpful when they can be and I love Knowledge base it helps a ton, I just teach myself what they can't show me.
Limited to no training was provided on the use and capabilities of the program. Formal training promised, but not delivered.
14. The program never appears to have been configured at the user end.
No capabilities or functions exist for field work at the present time.
15. Munis is the worst permitting software I have attempted to use.
16. Would like their customer support to react in a more expeditious manner
SYSTEM NOT BEING USED TO IT'S FULL POTENTIAL.
PROGRAM CAN EASILY BYPASSED BY OTHER USERS.
17. Not all fields are being filled out.
The building safety permit, inspection and plan review areas need adjustments to make them efficient and user friendly.
18. Somewhat difficult to navigate in.
In my opinion, Munis was not implemented and rolled out with the entire organization in mind. It was managed by the Finance Department, with the focus on financial workflows. Little attention to other modules created discrepancies users quickly lost confidence in the system and limited their use and interaction.
19. In my opinion, the support from the vendor is substandard, but I have been satisfied with support from the IT staff (even though the function of IT is to only support the network and not the application).
Munis only has "canned" reports. It would be wonderful if we had the capability to create our own reports - similar to Crystal but with more "control" over the reports from the user end.
20. The system is pretty good.
- 21.
- 22.
- 23.

24. I have had to ask for MUNIS support from IT on occasion. Only one person in IT is fully trained in MUNIS. I think there should always be cross training done in case of illness, vacation or someone vacates the position.
25. Use every day and I am comfortable using it.
We purchased the Bid and Contract Mgmt modules but they do not function as we were led to believe; therefore, we do not use them. Munis has limited Purchasing reports for us to use. There is so much information we enter into Munis for Purchasing but we can't extract it out with creating our own reports. And there is no one on staff that can help us out.

The permissions levels and processes are very cumbersome to map who has what authority/permissions and who doesn't have. If a change is made in the purchasing module it does not carry over into the A/P modules which can create issues with what is allowed and what isn't.
26. The connections between the purchasing module and TCM is very slow, cumbersome and problematic. Sometimes we get a connection and sometimes we don't.

Change orders are not mapped appropriately. When I make a change order, I have to re-print the PO to get it posted to TCM. There are several change orders that I don't want to send a re-print to the vendor; I want the change order for internal use only.

The purchase order delivery method is cumbersome and does not always work as planned. I want to be able to change the option from print to fax, and back again, per purchase order, not based off of the vendor file. I would like to be able to fax to different vendor plant locations but the system does not pick up the PO delivery method box correctly.
27. I may think of more before the meeting.
Extremely slow and not easy to navigate

28. My Munis use is limited, however, our department encountered much frustration in running reports via the business accounts module.
29. Munis is probably a good system for finance, etc., but not for the permitting related processes.
30. Existing MUNIS is inadequate and useless, lacking training and pertinent modules applicable to DSD

Total Respondents	30
(skipped this question)	81

35. Munis Recommendation

1. Need more training from Munis on program capabilities.
2. Hire and applications support person that can be trained in supporting the application as a whole.
3. Using something else.
4. Provide a munis system related to fire inspections & scheduling. Provide emergency contact information be added to data. Provide 3-deep addressing to each address listed. Provide on-site field verification, data available to inspector. Remote and printing of violation forms.

I don't think that Munis is the right program for us to use for receipting, permitting and business licenses. It's not very user friendly and we as users are not able to modify much in the program. I believe that the City needs to look at using a different program for these services. One that is able to incorporate solicitor licenses and one that doesn't have the license tied to a payment. Payments should be able to be processed for business licenses, solicitor licenses and building permits without having to enter the entire application into the program. It's just not conducive to good customer service. Especially when we're having to issue paper receipts for these licenses when we have a program that we spend thousands of dollars to do that for us.
5. Provide good, effective training, have an onsite technical support/trainer and tailor the system for
- 6.

municipalities.

7. A user manual like **<name>** provided form Legistar would be great for all of the functions.
8. The City should consider other software specific to departmental needs, instead of using a primarily financial-based software for all departmental functions.
9. Scrap it for the building department (Permitting, Inspections etc.)and get software that is proven, user friendly and has support.
10. Quicker customer support response
11. SEQUENCE SYSTEM SHOULD BE UTILIZED MEANING AN APPROVAL FOR A PERMIT/LICENSE SHOULD NOT BE ISSUED UNTIL ALL DEPARTMENTS HAVE APPROVED THE REQUEST.
12. Also reviewers should be inputting their own review information in munis and not designating one person to do it.
13. After adjustments are made training should be provided.
14. At times connectivity is an issue, slow to process transactions, delay response time
15. more user friendly
16. Revisit workflow training, as well as training for each module for department staff.
Because this is the City's primary ERP application, I feel that the City should have dedicated IT staff supporting this application and serve as the lead for the implementation of functionality that is currently not utilized. Application support would be a new function of IT, but it makes the most sense that this function be housed in IT. Currently, I feel the functionality of Munis is being supported and implemented in a chaotic, reactionary manner versus a well thought-out, focused approach due to ongoing priority changes and demands from Citywide software/hardware implementations.
17. none
18. MUNIS has the capability to set up alerts to remind

you when a grant is 90 days from the end and we were never trained on how this worked. I would like to be able to set up these alerts to remind when the grant cycle is ending to ensure all funds are expended timely and if possible if alerts can be set for quarterly reports.

19. None
 - Better connections between Munis and TCM.
 - Quicker response from Tyler support and better trained support staff.
20.
 - More access to purchasing reports. Most of what is "canned" is financial reports and that does very little for the purchasing team.
 - I may come up with more before the meeting.
21. improved reporting features and additional onsite training.
22. Change to a software that better supports the needs.
23. Custom/ program MUNIS to specific needs and requirements of the Department.

Total Respondents	23
(skipped this question)	88

36. Track-It! Support Comments

1. Do not use
2. As part of the IT department, it is useful in that we know the problems other employees are facing and can resolve it.
3. Great support resources online. Canned reports are ok, provide quick easy information.

Total Respondents	3
(skipped this question)	108

37. Track-It!Recommendation

1. Do not use
2. We have had a "Self Service" featured purchased and

available, but never was rolled out for whatever reason. This would be helpful for users apply quick simple self-support actions like password reset, manage their requests or see the status and comments to their submitted request. Also, we had a help desk web client portal for remote support users; it was never reinstalled during a major upgrade and we lost that ability. The web-based support system allowed tech staff to manage tickets remotely via mobile devices or tables.

Total Respondents	2
(skipped this question)	109

38. Rightfax Support Comments

1. Have used very little, but had no problems.
2. Haven't need support and haven't explored any of the reporting capabilities, but it has been very helpful in ensuring that I get faxes directly, considering I deal with sensitive employee files and other info
3. When I want to fax out most the time it doesn't work and I have to use the regular fax in DS.
4. I had to learn it myself
5. I do not have the capability to fax from my computer in my day-to-day operations, only through Munis for PO's. Any in-coming faxes from our old fax number goes to only 1 person. RightFax does not allow for individually delivery of faxes.

Total Respondents	5
(skipped this question)	106

39. Rightfax Recommendation

1. Have not used enough to be able to comment.
2. None
3. training on what the program can do.
4. Keep RightFax for the PO's but set up a faxing

capability like we had before for the different department because when we move to the new City Hall, I am not to thrill with having to go downstairs to send off any faxes.

Total	4
Respondents	
(skipped this question)	107

40. RTA Fleet Management Support Comments

1. Just started with RTA tech services at RTA is very helpful
2. This the best program on the market. I have used this Management program for many years and have also used other that don't come close to RTA.

Total	2
Respondents	
(skipped this question)	109

41. RTA Fleet Management Recommendation

1. Keep it , use it, and make it work for you.
You need to hire someone to do data entry daily.

Total	1
Respondents	
(skipped this question)	110

42. Spillman Support Comments

1. When I have a Spillman question I call Spillman and they are super.
2. Not user friendly. Everything is compartmentalized and is not fluid. Entries are mostly manual and are very time consuming. System does not seem to be streamlined and efficient.
3. The police department needs to have their own Spillman System Administrator who is familiar with law enforcement.
4. My experience is a learn as I go.
5. There needs to be more of upfront use of the all of

the reports in mobile. Also need to be able to access line formats for the ACJIS so that we can put in our own formats such as border crossings. It helps build PC for stops related to drugs loads and helps on stops catch suspects in lies. Anything faster and easier so that we can get back on the road or to the next call faster with the work already done. The BIGGEST problem is the speed of the air cards and the way the system is set up. There is still a large amount of time that is spent waiting on the computer, air card, or Spillman to catch up. Faster PC's, faster programs, faster internet, equals better stats, more arrests, and less time spent on paperwork.

6. Spillman is the second report writing program that I used during my law enforcement career. I have been exploring the use of the program but I have not found it to be as user friendly as the prior program. When I need assistance, I have a peer who is more knowledgeable on Spillman and he helps me navigate to get the work done. Some of the changes we have suggested to Spillman are cost prohibitive and that prevents us from building the program as is best suites our organization.
7. Spillman has a lot of information, don't know half of what its capable of
8. Need available trainers and 24/7 support.
9. Spillman runs slow on the aircards and IT has no plans or ideas on how to boost performance. Processes for spillman change almost weekly.
10. Police Department needs a in house spillman superuser that can address the daily spillman issues that arise. We are losing too many man-hours with officers being taking off the street to have their computer issues addressed.
11. more training
12. Our IT personnel do not even know as much as some of the PD personnel. much more training is needed so they can truly be of service and fix things. We still have computers with no AVL hooked up, etc...
13. SPILLMAN NEEDS TO BE MORE USER FRIENDLY AND BE ABLE TO INPUT INFORMATION DIRECTLY FROM

ACJIS RETURNS.

14. There needs to be a 24 hr. support tech for this and other computer related problems for the police department. Air cards are slow and will not print to the newly purchased printers. The old printers are run down and IT refuses to fix the printers for officers who regularly print reports and other documents. For some reason PDF documents especially will not print to the new computers unless the computers are connected to the land lines. The air cards are useless and do not provide the proper coverage.
15. I don't believe anyone at the PD has sufficient experience or expertise to handle the many requests for routine updates and/or database updates. When I have called Spillman Tech Support, they have been very helpful. My impression is Spillman is likely more robust than we are using, yet no one has the knowledge basis to provide instruction or tutorials.
16. Useful program, seems underutilized to me.
17. Spillman needs to be more user friendly.....
18. GOOD OVERALL. NEED SYSTEM TO RUN MORE QUICKLY OR BETTER AIR CARDS.
19. I have not been working here long enough to give a detailed experience I have had. But so far I think sometimes it is slow. And I think it is somewhat confusing. It has to many commands. I guess coming from a big police department the system of spillman is kinda outdated to me.

Total	19
Respondents	
(skipped this question)	92

43. Spillman Recommendation

1. Agency training.
2. Spill an needs to populate entries for names, vehicle, arrest, offense tables
3. IT WOULD BE REALLY NICE IF WE HAD SOMEONE WHO COULD HELP WITH SPILLMAN. EVERYTIME I TRY AND GET HELP FROM **<name>** HE CAN'T DO IT

OR HE DOESN'T HAVE THE TIME. AND WHEN I ASK HIM FOR ASSISTANCE IN MAKING CHANGES, HE JUST KEEPS TELLING ME TO CHECK WITH OUTSIDE AGENCIES TO SEE WHAT THEY ARE DOING. I HAVE CHECKED WITH OTHER AGENCIES WHO HAVE A SPILLMAN ADMINISTRATOR ON SITE, AND THEY ARE ABLE TO GET THE SIMPLEST THINGS CHANGED. HE WAS ORIGINALLY HIRED FOR SSA BUT NOW HE DOESN'T HAVE THE TIME TO HELP WITH EVEN THE SIMPLEST REQUEST. PLEASE CONSIDER GETTING US SOMEONE WHO IS A SSA SO THAT WE CAN GET THE CHANGES WE NEED.

4. More training
5. Training
Spillman has some positive aspects to it and my continued use of Spillman will help build my familiarity. However, becoming more familiar will not reduce the amount of maneuvering necessary to get work entered and completed. I have attended some
6. of the Spillman trainings and the instructors are very good but as a new user, I have felt completely lost at many points in the training and feel that using trial and error is better suited to my learning at this point.
7. Need 24/7 support.
8. New Air cards update the software so everything works correctly i.e. mapping, forms, etc.
9. The PD needs its own IT professional that can work with the vision of the command staff.
10. training and a faster connection
11. TOO MUCH REDUNDANCY WHEN COMPLETING MODULES.
12. Change the air card from Sprint to Verizon for better coverage. I am being told the new computers have built in Verizon air cards.
13. The City needs to hire a dedicated IT person knowledgeable in Spillman to serve as the go-to-person for all PD Spellman issues.
14. Integrate additional efficiency enhancing modules.
15. Lessen all the fields for the user.....keep things simple.

16. FASTER PROGRAM, BETTER AIR CARDS
I think you should be able to access information everything pertaining. It should be able to tell me when and who sign something out for court, release , to whom, and it should be able to do that screen. You
17. need to make it more friendly user. Special training should be taught to employee when new updated is done and not by way of just using a manual. I mean have a real person show how to use the new updates.

Total Respondents	17
(skipped this question)	94

44. Sprint Smartview Support Comments

1. System runs very slowly or not at all on Sprint Smartview. Times out frequently and is very inconvenient.
2. It's slow, works when it wants to, and plain stinks.
3. slow connection poor signal area.
4. Program works well. Mobile data service can be spotty.
5. LOSS OF SIGNAL/CONNECTION

Total Respondents	5
(skipped this question)	106

45. Sprint Smartview Recommendation

1. Get a new system that runs needed programs effectively and efficiently.
2. go away from it.
3. Consider another mobile data carrier.
4. BETTER CARDS/CONNECTION, FASTER SPEEDS

Total Respondents	4
(skipped this question)	107

46. Veritrax Security Support Comments

[No Answer Entered]

No responses were entered for this question.

Total Respondents 0
(skipped this question) 1

47. Veritrax Security Recommendation

[No Answer Entered]

No responses were entered for this question.

Total Respondents 0
(skipped this question) 1

48. Communication Improvements via Intranet

1. shared files (i.e., 6 people working to update one doc currently requires routing a master file through folks because saving on the network in the past has resulted in the loss or corruption of files)
2. n/a
3. internal communication, project management between departments/divisions
4. None come to mind.
5. I think the J drive and Y drive could be cleaned up a lot and organized better so resources could be found more expeditiously.
6. Don't think it is needed
7. I serve on the City's Rewards, Recognition, and Events Committee and think the events that the Committee hosts would be more effectively and more appropriately marketed via an intranet than email and wall posters. There are many other emails sent to all staff which are not critical and could be posted on an intranet bulletin board.
8. I don't understand what would be different than us receiving our information by e-mail. It is just one more please we would have to remember to look.
9. I station works good for Fire Department
10. We already have it at the fire department and it is used daily.

11. We use a Department intranet. This could be improved by allowing access to calendars and documents from home.
12. Benefits enrollment/info, absence request submittal/approval/tracking, vacation scheduling (tracking for departmental coverage), policies/procedures research, job postings, mostly HR-related tasks
13. Could be more up to date on things happening presently and in the future.
14. N/A
15. One standard location for employee forms as opposed to outdated forms on a shared drive.
16. employee information
17. All kinds of distribution of information concerning payroll, policies, events, inter-department communications, document sharing, project management.
18. When we have multiple facilities besides our City Hall complex it will be necessary to have a common link between each other to all stay in the loop. We have issues right now with our Library staying connected technologically with our main City system.
19. Internal/external Customer Service, communication, all of my duties are dependent on intranet to produce more efficient work results.
20. automated TIME SHEETS, automated leave/sick leave requests, automated HR change request. Example, if I want to change my HSA amount, I can fill in an online form that is automatically sent to HR
21. Traffic and street-maintenance related information.
22. Unblock Facebook for PD that is how we get intel and find RAJs
23. Forms could be easier to find
24. more communication on events.
25. increasing the understanding and communication between departments
26. Instant messaging vs. email/phone
Timesheet submission

- Vacation request submission
Expense report submission
27. NONE
28. I'm not sure Intranet is a priority at this point. I can access internal City resources using the different "drives" available.
29. Forms and requests (vacation, time off, sick), survey/polls, reporting.
Access to online, internal forms
30. Access to employee policies and procedures
Project management
Internal newsletter information
31. Quicker access to essential documents.
32. Have City Manager meeting notes posted to intranet - eliminates some emails.
33. Scheduling
34. Better communication between departments.
Updates to policies could be posted, Communications from executive staff, upcoming community events, upcoming health benefit changes, This is most of the information that is sent via email, however it is being lost in email since we get so much in a day it is often overlooked and not read. If vital information is posted in one place to read employees are more likely to go read there to read it and less likely to delete or ignore an email.
- 35.
36. Communication in general
Regular communication, updates and feedback
37. between executive management team and Council on issues relevant to Strategic Plan, budget, Economic Development, intergov. relations, etc.
38. None, if it is not broke don't try to fix it.
39. wireless access
40. Updates on dept./staff happenings and projects; notification of email or Munis being down; weather or traffic alerts; general community meeting notices.
41. Central location for current documents, submission of time sheets/exception reports, benefits updates,

- vacation/sick time balance inquires, employee event information, internal surveys etc.
42. how instant access to the help desk whenever needed and make it user friendly
43. None
44. finding information for patrons that need specific departments
city phone numbers so can find who we need without calling main number
45. General information that can be shared among staff; when requesting other departments for information (not- I need it NOW!).
- Council directives, strategic plan; city's policies etc.
- An Intranet does not mean anything to me. Maybe I can find internal forms faster.
46. At this point I cannot view live web streams of outside actions that are crucial to the city because we do not have enough band with. If the Intranet allows more people to stream outside content and further clog up our bandwidth I'm against it. Remember the golden rule, just because you can doesn't mean you should!
47. Access to Contracts, employee director, records, HR information

Total	47
Respondents	
(skipped this question)	64

49. Improvement in Job via Intranet

1. n/a
2. policies, memorandums, events
3. None come to mind.
4. N/A
5. There is nothing that would make my day-to-day duties significantly easier. City intranet would be beneficial but not necessary.
6. The Fire Dept. has everything we need on ours.

7. See previous question
8. See #15
9. Information from all depts. that may be useful to my dept.
10. Updated policies and procedures in one centralized location as well as employee forms such as time exemption report, absence request forms, etc.
11. All employee and department documents and information
12. The answer to this is pretty much the same as #15. I wasn't task specific on the last one.
13. Announcements, a calendar, recognitions and/or awards, retirements
Shared documents between departments. Each department has their rules and policies on how to go through a process and if I can find the paperwork I need by myself it will eliminate interruptions in other staffs workday.
14. A self-service/peoplesoft type system to enter timecards, modify benefits at open enrollment, submit check requests, and all other administrative duties that normally involve printing and manually filling-out a paper form
15. updates on city issues, blog where city employees can mention areas they see "undesirables" hanging out so that I know where to check during my shift.
16. My duties require the use of protected information and could not be posted on the Intranet.
17. none
18. History on the city
19. Ease of access to information
20. what is there to help me work better links or guides etc.
21. I am looking to have an option for communication with other departments other than e-mail
22. Connection to City Personnel Rules
Holiday Schedules
23. Fund Raising Opportunities
Employee and family illnesses, etc..

- Many others, look at other City's Intranet sites
- Internal tutorials and forms (i.e., replacement of Y:Public/shared drive
24. Departmental sections with links to various databases, resources, etc.
Repository for employee benefits with links to provider websites
 25. NONE
 26. NA
 27. News articles of internal happenings; updates from departments.
 28. Employee policies and procedures
Internal newsletter information
Project updates
 29. Email, face to face communication, and commonly used resources
 30. City "events" (i.e. RR&E Committee events), all administrative policies posted, payroll forms, and benefit information. Make everything more accessible for employees - more self-service.
 31. none
 32. Not sure on day to day job duties. This may be more relevant with PD or FD or Public Works or Community Services where what is going on in the community affects their day to day tasks on the "Streets" But if there is a critical incident in the community it would be a good way to communicate with staff.
 33. It is currently working fine for me.
 34. wireless access
 35. when the system is going to go down. and updated changes that is going to occur
 36. None
 37. Human resource forms
calendars with function information and room requests
phone numbers for personnel and departments
 38. Codes, maps and other documents used on day-to-day basis.

- 39. Status on Fix-It ticket or broken items to be resolved
- 40. Staffing done thru telestaff.
- 41. A tool to bounce people off of Pandora when I am trying to stream job related live feeds!
- 42. Contract Database, employee directory, records database

Total Respondents	42
(skipped this question)	69

50. Please provide detail as to why you selected the answer you did related the effect on your productivity, costs in your work unit, effect on your work quality, or the ability to meet your job requirements. Your comments here will better enable us to focus any strategic initiatives related to the delivery of IT within the City.

- 1. By having Crystal reports we are able to produce any reports we could want. Spillman charges for custom reports. I estimate I make a new useful report at least once per week that staff can use. With Crystal we can look at information in many different ways and depending on how different people want to view the information we can make changes with very little effort. We use approx. 45 different reports created out of Crystal each week.
- 2. We are entering information that should be populated by dispatch. Multiple entries, we are doing records dept. work. By the time we are finished , we have calls holding and makes us fall behind on our calls for service and effective we in our job
- 3. WHEN I CALL THE IT DEPARTMENT THEY ARE READY TO HELP, IF I CAN GET SOMEONE TO ANSWER. OFTEN TIMES THE TICKETS I SEND IN TAKE QUITE A WHILE TO BE RESOLVED. THEY SEEM REALLY OVERWORKED AND SHORT STAFFED. THEY ARE SUPER FRIENDLY, BUT I WOULD LIKE TO BE ABLE TO ALL THEM AND GET MY ISSUE RESOLVED, NOT HAVE TO SEND IN AN EMAIL AND HAVE IT TAKE A LONG TIME TO RESOLVE. ROLL TIDE!
- 4. The system upgrade to Windows 7 and Microsoft 10 last year greatly improved my ability to better perform my work duties.

5. I remember what it was like to use a typewriter and carbon paper, so it's easy for me to see how technology had made things go much quicker and made results more professional.
6. My work is software dependent. Having design software improves the quality of the marketing materials I produce and makes producing those materials more efficient. I also have economic impact analysis software that performs an analysis that is much more reliable than anything I could produce and, as it is largely automated, much quicker.
7. Spending time waiting for computer programs to respond, conducting excessive data entry or searching for information in a non-user friendly format is an ineffective use of my time which could be better spent completely other tasks and assignments.
8. Adobe Pro...
9. It seems silly that we have software that we obtain as part of our job, but we have to wait to have it installed by IT. We can't update anything, so why bother.
10. I appreciate getting current software updates but find it frustrating what when something as simple as an Adobe update needs to be done, I have to rely on IT to get into my computer to do the update as all downloads are locked down and cannot be done by the individual, which sometimes then negatively impacts my ability to do my work.
11. Security and control is more important than access and productivity. SharePoint based intranet is only available through the City network, limiting its usefulness to employees.
12. MUNIS, has increased administrative workload and more than doubled the staff time required for fire inspection record keeping without adding value to the department
- There have been a number of changes in technology used while I have been here, but I think we're moving in the right direction with Legistar. I would like to use Munis more frequently; I think that it is difficult to use, especially for people like me who only use it to

- create the occasional PR. The tutorials that were distributed a little over a year ago are obsolete, and it is not very intuitive. This makes it difficult for me when I do have something that I need to do in Munis.
13. Tracking the work performed - can keep up the date on budget spending - the spreadsheets I created lets me track everything going on in the department
14. The current program munis is not set-up for inspections. Could provide a software to meet my job requirements with inspections.
15. Certain programs have reduced the costs in my work unit by going paperless thus saving money in printing costs. The quality seen by the general public is enhanced, and technology has allowed me to better meet my job requirements. However, certain programs are very time consuming and not very effective, internally. But, on the other hand, it's user friendly for the public.
16. I've spent more time trying to figure out where to find information, how to capture the information, where to store the information and how to report the information than anywhere I've ever worked. We still use paper and signatures on paper to accomplish tasks that was done electronically 10 years ago at my previous company.
17. The upgrade to Window 7 and Outlook 2010 have been great. The new printers also are an improvement.
18. If I did not have the technologically components that I currently have to do my job then the City would have to go our more frequently to contractors to accomplish what I do. It would add additional costs and time to my current position.
19. The current technology at the City has improved from the time that started to work here. My productivity is a direct result of having better technology available. The software we currently use keeps staff from being redundant in their work.
20. Munis as presently used and configured is inefficient and cumbersome with its redundant data entry fields and menus.

21. The programs and steps the city is going are right, but without the speed and updated hardware to help enhance the programs we are purchasing, it only slows me down because I am waiting for the computer and/or other systems to catch up.
Since I have no administrative staff available to me, I have to produce my own documents, presentations, recordings, etc. This eliminates the costs associated with an administrative assistant. This growing City
22. requires that many tasks be performed by a limited number of employees. The computer programs available to me are the industry standard and I can create the documents with minimal effort and helps me to meet job requirements as best I can under the circumstances.
23. I.T. Personnel are very accessible for any issues I have
Assigning each officer his own laptop computer to take home between work shifts allows officers to stay in constant communication with work matters and
24. allows officers the ability to keep current on work responsibilities, planning, and other information. Limiting the use and operation of officers' computers to at-work-only is a bad idea and will adversely effect productivity, communication, and training.
25. the tech we have does help but there are those who pile so much extra work due to the tech it eliminates the benefit of having it.
26. Our department still does with paper and pencil what should be accomplished with an easy to use software package.
27. Easier to pull information into Excel
28. Ease in finding information and data that make my job easier to response to questions from the public
29. I'm satisfied with the resources I have currently.
Having better technology at my disposal makes it a lot
30. easier to accomplish certain tasks. It also provides simplicity and allows me use programs to work more efficiently.
31. issues that arrive are dealt with slowly and this is time consuming as well as counterproductive to the needs

- of my work which in turn costs the city in hours worked without productivity.
32. The conflicting answers are due to munis and the work it needs, all other areas of IT support and electronic equipment supplied are up par.
Office upgrade was extremely beneficial. New accounting software that incorporated budget information was also very helpful. Ability to manage departmental website has been a huge benefit for our
33. department. Implementation of new software system for registrations/reservations will also be a huge benefit and should improve our citizens ability to easily register for a class or activity.
34. THE AMMOUNT OF REDUDANT SYSTEMS AND DATA ENTRY HAS SLOWED MY PRODUCTIVITY, COSTING THE CITY ADDITIONAL MONEY IN OVERTIME EXPANSES TO MEET THE DEMANDS OF MY JOB.
Public Safety is a 24 hr. operation. When technology shuts down there is no one from IT to resolve the issues. This creates a public and officer safety issue for those who have to deal with these issues. IT will
35. commonly fix the problems when they have time or will sometimes provide an excuse why the problem could not be resolved like blaming other companies Sprint, Spillman, etc. Public Safety needs a full time 24 hr. specialist to assist with these critical issues.
36. Wireless connectivity allows me to multi task and improves my work product.
37. Our organization listened to my requests to purchase necessary applications to perform specific tasks.
38. The functionality of Munis is adequate and information is easily downloadable into Excel or a pdf file which are requirements of my job.
The stability and implementation of new Munis functions is substandard due to lack of planned implementation and competing priorities.
39. I have to enter data into up to three different locations. The back and forth causes a lot of time to be wasted. Hopefully Crystal reports will help to eliminate the need for several different systems.
40. The resources given to me have made my job relatively easy to do.

- Without the ability to access the internet or utilize a computer I am unable to complete my job. I am reliant on technology to do my job each day. I search for revenue opportunities on the internet daily, I submit grant applications on the internet, I communicate via email, I type applications, I enter and approve payments, I use power points to create presentations, I use the internet to research statistics, I use the City's financial system daily. Technology allows me to complete my job in a more timely manner. If I had to hand write grant applications I would reduce my productivity by 50% or more!
41. I can do my job as best as I can with what has been provided but without access to a fleet software platform we have to do everything on paper. Stacks upon stacks of paper which doubles the length of time on a job to fill it out back in the office after the job has been completed. And without access to a bar code system for parts inventory makes the process very long.
42. Serving as a Councilmember requires me to access people and/or information quickly and often with minimal lead-time.
43. Helps with communication with vendors and staff.
44. Need maintenance software and bar code scanner to track inventory and to cut down on paper work. This would help on budget analysis of fleet cost.
45. No comment everything is fine.
46. The electronic age has made is easier to run calculations and sort data in order to meet deadlines for reports. I'm more comfortable with the output as handwritten and manual calculations lead to human error. I'm better able to meet deadlines, if they are realistic.
47. Since the discontinuance of Fire House, Fire Investigation reporting and record keeping is very cumbersome. Had re-build all customer bases for fire inspections. Limited reporting available for inspections. Loading photo's takes forever which is very important with regard to fire investigations.
48. Paperless agenda management was a huge step forward. Timely availability to the public as well as the

- council was greatly improved. Accuracy and efficiency of that information could further be improved with the suggested improvements made to the Legistar program.
49. Far too many sites are blocked, many that are needed for job duties. Please implement a less punitive internet policy that respects the judgment of employees.
50. Munis system used is not user friendly and was never set up correctly to monitor and control sequences of events to establish a productive manner by which to process activities required within the permitting process.
51. In general, IT Services and functions in the City has been mediocre with limited improvements over the years. IT was never a priority of the management, individual department needs for software/ hardware were not met- e.g., GIS, Auto Cad.
52. As technology began to improve, the IT need for integration and the efficient use and applications of available customer services portals were never realized. The management did not spend enough time and money needed to upgrade or improve the quality. The computer issues we have over time has not been resolved in a timely manner or resolved at all. During the down time some projects had to be delayed until the issues with the computer was resolved.
53. If I need a special software, applications, hardware or tools, the City allows me to have them. IT is flexible and allows me to be productive based on what I know I need. THAT IS GREAT

Total Respondents	53
(skipped this question)	58

51. Telephone System Please provide your comments and expectations related to telephone system features available within the City. These comments should include and how telephone system features meet or could meet your expectations. Please provide your recommendations related to:

- How the City's telephone system should be improved over the next 3 to 5 years.
- How telephone system improvements will enhance productivity

and/or efficiency in your area of responsibility.

1. -would like it to offer better conferencing call options
-caller id please
2. The phone is fine
3. There are outages from time to time. If web-based training is taken place, phones are out
4. THE PHONES SEEM TO WORK FINE FOR ME.
Our phone system is pretty antiquated. I believe there are more sophisticated features with updated equipment that could better serve internal and external customers.
5. Get rid of Sprint, if you haven't already. I went gave up my City phone because of how horrible the reception for Sprint was.
A feature to retrieve calls routed to the wrong extension.
7. A do not disturb button to help direct calls so that people do not have to keep calling back.
A possible switchboard.
8. I would rather just use my cell phone.
Fire cannot direct dial or transfer to City extensions which is frustrating. The entire system should be integrated. The system Fire has does not allow for paging. Unless a person has a specific desk phone Fire does not have voice mail boxes for all employees. Even though we have an auto attendant, the system still allows automated sales/solicitation calls to pass through.
9. Fire Station phone systems are too expensive and complex for the needs of the Department. The phone system in substations are designed for office and sales environments. A residential phone line could replace the VoIP system in place. A mini cell tower for the assigned station cell phone could also replace the VoIP system.
10. I have two lines available to use, and answer calls coming in from three different extensions. I frequently receive calls that need to be transferred. Occasionally, my second line rings while I am still helping a customer on the first line; I'll put line 1 on
- 11.

hold, answer line 2, and if the caller on line 2 is calling to speak with someone else in my department (or in the City) I must tell that caller that I cannot transfer them because I have a call on hold - I have to give them the direct number of whoever they need to speak with, and ask them to call that party directly. It's embarrassing. Also, we used to have a program called "Phone Manager" (or something similar) which would allow me to see the telephone number of incoming calls on my computer monitor. It also kept a rolling log of the last 100 calls (incoming and outgoing). This was most helpful, and I wish that we still had it.

12. I'm fine with what I have.
13. Intercom service
14. Additional lines are a must. We constantly drop calls if too many people are on the telephone. Front counter staff who answer all incoming calls to the City often drop calls, frustrating the citizens who are calling in with questions.
15. Make it simpler, easy instructions that show when a call comes in or for outgoing calls, conference calls, and intercom.
16. There has been no training and no good printed resource on the use of the phone system. I think there are better and more user friendly opportunities out there. Again, I have pretty much taught myself to use the phone but there is a lot I don't know. More information on phone capabilities is needed!
17. The current telephone system is terrible. My phone doesn't even have an option to see calls I've missed. It also won't allow me to access my voicemails from time to time and it also completely goes out occasionally. Improving these items would be great!
18. I believe phone system is fine the way it is.
19. Multi-line capabilities for all customer service-related positions.
20. I like how it is set up now. It was improved when the most recent changes were made.
21. I have no problems with the current phone system except for the occasional breakdown. This outage is

- usually corrected in short order. The I.T. staff may be the best group to ask about how to prevent these outages. The outages have never prevented me from conducting business due to my city-issued cellular telephone.
22. Sometimes people I call won't answer their phones when they see "000000000" on their caller I.D.
 23. Give PD patrol city cellphones and assign them to cars
 24. A desk phone is a desk phone.
 25. No comment
 26. easier to use more ways to get info text message feature.
 27. bad connections are not rare, improve connectivity this will improve and speed communication
 28. I don't like voicemails. I prefer if I am not in the office, my office calls get automatically transferred to my cell. I also look at the future as having telephone calls over the internet, skyping is the future, having meetings where you can see some of those attending.
 29. There fine.
 30. Potentially an automated system where you press 1 for this, press 2 for to properly route incoming calls, especially within the recreation department.
 31. DONT USE IT
 32. The law enforcement public line needs to be published.
 33. The phone system is an absolute joke at the fire stations where I work. Sometimes you cannot call out and I have never been able to actually give out a station number to anybody and have them call me back at the station. I use my personal cell phone for all work business because it is reliable.
 34. A more robust phone system that allows callers to bypass greeting messages of they choose.
 35. Our phone system should provide a conference bridge for conference calling. Perhaps also include video conference for remote meetings or training opportunities. The ability to record calls would be

- helpful. Lastly, the ability to simultaneously ring and transfer calls from desk phone to mobile phones without interruption would help.
36. No comment. Satisfied.
37. Phones should have the ability to forward calls to cellular.
38. I have had a few issues with the my telephone but it has been fixed every time.
39. Most of my communication is done via email or through webinars. The phone system has had troubles in this building and I am not certain if it is the provider or due to the building. I do think we need a better paging system or overhead system to reach staff then the current method in the future.
40. I don't really use the phone system much.
41. Working fine for me.
42. better cell phone coverage
43. Goes down on occasion
44. I have no issues with the telephone service.
45. The phone system "goes out" more often than acceptable. Managing the front counter, we receive many complaints about our inaccessibility due to phone outages.
46. I really don't know I have not really been here long enough to say what the city need to update their system.
47. No comment
48. Poor quality- needs improvements
49. An updated mobile/cell phone package for supervisors as well as better coverage throughout the City.
50. Don't use it
51. Telephone log on your Computer... Voicemail to text feature

**Total
Respondents**
(skipped this
question)

51

60

52. Mobile Computing Please provide your recommendations and ideas related to how the City should implement a mobile computing strategy. Include recommendations related to services you would like to see available such as: 1. Tablet based electronic inspection forms.2. Ability to pay via smartphone.3. Ability to apply and pay for permits via smartphone or tablet.4. Other suggestions.

1. 1-3 above are all good suggestions! Want field staff to have the ability to work remotely via tablets, etc. Need more creative city apps, and would like a city metrics dashboard function like Fort Collins
2. I like all the suggestions above
3. More web based applications
tablet/smartphone friendly services
4. Although I do not have mobile service through the City, I'm sure this is the wave of the future and all its bells and whistles. The more state of the art we are, the better to keep up with modern technology and capabilities to better serve.
5. Every response for service received by police and fire should be geocoded in the field by a mobile device as well as any Development Service maintenance activities.

Ability to access Fire Department intranet iStation from external sources (home/on the road work) to better allow for scheduling and submitting
6. timesheets.

Allow wireless access for city employees in all city buildings.
7. I don't have first-hand knowledge of what is needed in this area (and don't have experience with tablets), but in general, anything that makes it easier for our customers and that would help our employees be more efficient, while maintaining security of the data, would be ideal, right?
8. Used for sign, street inventory
9. Tablet based electronic inspection forms
10. Residents should have the ability to register for classes, apply for business licenses as well as apply for building permits. In addition, they should be able to make payments for such services.

11. All of the above, plus the ability to apply for jobs via smartphone or tablet.
12. I have no suggestions. I just think anything that makes us user friendly and available 24/7 is a good thing.
13. I don't work with many of these but if they are priced reasonably then I think our citizens would use it. I'm not sure how often they would get used though.
14. all of the above you have to keep up with the times people are doing everything from their phones and tablets
15. #1 - big yes: incorporated into a comprehensive software such as "AppOrder" and available for a relatively cheap cost as compared to Munis.
16. All of the above. Let's move into current times, allow permits (alarm permits for example)to be paid for and applied online instantly.
17. A citation-issuing program would be extremely useful for officers on patrol. Improving the connectivity from the mobile computers in vehicles to the main Spillman Program from all points in the city is crucial. This will make reports available to citizens in a more timely manner.
18. mobile citation, true in car workstation complete with printer
19. Electronic inspection forms, automated inspection requests. We currently have to listen to phone voice mail, wright the request on paper, pull out the paper permit & inspection card and take them into the field.
20. able to do your job on a tablet such as Spillman can't use it or even view it on a tablet.
21. tablets will allow me to work from multiple points and have any and most materials with me.
mobile computing, internet access and document storage are very important
22. The ability to accept credit cards at the counter.
23. Register for classes on smartphone
24. DONT USE IT
25. The police department should email the certain records request if they are not too large.

26. The ability to pay for police reports via the Internet would save time and resources. Wireless connectivity to all police patrol cars, without having to use air cards, with sufficient bandwidth to provide speedy transmissions of data to and from the patrol cars is vital.
27. Wider use of mobile devices on a common platform should be implemented and support. In-house development efforts should allow for customization of applications and workflows.
28. Ability to pay via smartphone
Ability to apply and pay for permits using mobile computing strategy
Electronic police citations and related information download
29. Pay using smartphones and tablets would be great.
30. I think taking a tablet into the field would be smart and would increase productivity for the inspectors to be able to complete the paperwork as they are completing inspections of the property and store the information on the city server. I do not see the need to pay for permits via tablet, unless there is a need to pay for a permit in the field, I am not in development services and I think that department can better speak to those needs.
31. No suggestions.
32. Smart phones and tablets would be a highly valuable tool for the firefighters to use for drug and resource reference. This would aid in saving lives.
33. would like to do more
34. Ability to pay via smartphones.
35. Too much electronic connections means staff is never disconnected from work and are on call all the time. This leaves very little time for family and downtime. I am not a fan of being on-call 24-7-365.
36. The ability to pay via smart phone would enable us to accept credit card payments - all ways in which we could be set up to accept credit card payments should be considered.
37. I really don't know

38. Ability to pay library fines with credit/debit cards, smart phones, tablets.
39. Ability to pay fines with cards, online or via a device. Unable to pay library fines with card and that is not good for patrons
40. All of the above
41. Tablet based Emergency Medical Forms
42. N/A
43. Not my area
44. Improve VPN

Total	44
Respondents	
(skipped this question)	67

53. BYOD Comments

1. per Q59 above, the answer is only yes for tablets and phones if the staff is authorized for a phone or peripheral allowance (as opposed to city-issued equipment)
2. If it is found to be necessary and we as a City benefit from the employee being able to we should allow it.
3. I COULD DO MORE WORK ON MY LUNCH AND BREAK TIME AT A LESSER COST TO ME.
4. N/A
5. Employees shouldn't be encouraged to use personal devices at work. Formally allowing this could result in increased improper conduct and a need or desire to restrict what is on employees' personal devices. Where there is the foresight to avoid potential conflicts, the City should take steps to do so.
6. The city needs to maintain the integrity of its devices and systems to the best of its abilities. Allowing the use of personal devices would create a plethora of liability issues.
7. unless it is to charge your phone. Nothing should be downloaded or synced, granted that's a personal liability that person takes.

8. If I use it for taking notes, why shouldn't I be able to bring it to work. The city hasn't provided it for me, so I am using my own.
9. I answered "no" to allowing employees to attach their personal devices to the City's system because I am concerned about potential security breaches and possibly infecting the City's system with malicious programs. We must keep our customers' (and employees') data secure. But I am not an IT expert, so I would defer to those who are.
10. Don't think it should be allowed
11. N/A
12. Yes, but only if the employee is exempt.
13. I don't want to intermingle my devices.
14. If you have the equipment and are technologically proficient, why not. If it slows our system or compromises our security, then it is not a good idea.
15. I haven't done it but I do work from home a lot so it would be handy if I needed to transfer pertinent data.
16. Exempt people only
17. I don't currently have my own device that I would need to attach to the City's system but I am convinced some positions could really use it.
18. Not sure on #32 given security concerns.
19. Due to the number of viruses and malware floating out on the web, the practice of preventing employees from using their personal Androids, iPhones and Tablets makes good sense to me. I personally have no need for additional equipment over and above what is currently available to me. I personally do not use any of my personal electronic equipment for work-related tasks.
20. I use my iPhone to take pictures of crime scenes and it would be nice to be able to download the photos onto my work laptop
21. I do not want anything of mine attached to the city's system
22. I use my android to photograph graffiti for use in excel spreadsheets.

23. In keeping records, any information on a cell phone becomes a permanent record of the company you work for.
24. in some cases you are not allowed a tablet or a phone, however you are expected to know everything as it relates to your job even on your days off. i.e. emails you are supposed to know you have something upcoming because you have an email, but it's your day off.
25. The quality of some devices in the city may not be as efficient as some individuals would want them to be. As long as it is being used in a responsible manner, there shouldn't be an issue.
26. most data plans cost the employee., this service if related to work should be provided by the employer
27. Only if the system can remain "VERY" clean from all virus', attacks and ID theft. Maybe provide some area where those computers are not actually attached to the City's system and allow them to have access to the employee's device.
28. As long as proper security measures are in place, it would be very useful to me to be able to take a laptop or tablet to a conference room for meetings or have a second device at my desk to assist with testing, multi-tasking, etc.
29. WOULD MAKE MY JOB IN THE FIELD EASIER BY ALLOWING ACCESS TO THE INFORMATION I ACCESS REGULARLY.
30. I don't think this would be a good idea due to all the unprotected devices that could contain viruses.
31. Due to the different viruses coming in from the "outside" the City would be hard pressed to ensure virus protection on critical IT functions.
32. Some staff allowances paid to them which allows them to use their personal phones or mobile tablet devices to be used.
33. Not able.
34. My personal devices are newer and I am more familiar with their functionality. I have had instances where mobile apps would be very helpful but the City iPad is too old to install them.

35. This is sticky. Many times there is a need to bring work home but using a City storage device is fine.
36. I think personal equipment should be kept personal equipment. Once you attach personal equipment to the City system then all of that equipment becomes public record! Keep your personal separate from work! Safer and smarter.
37. In my job I am constantly taking pictures when I need to email about parts or warranty issues and I use my phone since now a days everything has a camera and I could hook it up to transfer to my computer to send them off.
38. What would it hurt?
- I am tech-challenged therefore, if I brought my device in, I may bring down the entire City electronic system.
39. By utilizing personal electronics at work, there is a security issue and records retention issue for PPR. If a PPR comes through, the City should not have to ask all staff to bring in their personal computers for accessing any pertinent documents.
40. I have a smart phone that I could attach, but I don't think I would use this option.
- I really think it is a bad idea to bring any personal device to intermingle with city system. that is just asking for a major law-suit, and if the device is lost or stolen than the confidential information will no longer be confidential. and I personally do not even what that stuff on my personal devices. Thanks but no thanks.
41. I don't feel that anyone should be using their personal devices during work time.
42. Not interested in this, need to fix or replace Munis first.
43. In my opinion, as a public sector employee, it's not a good idea to BOYD to work.
44. I could work on my college classes which would enable me to meet my educational goals.
45. I do a lot of graphic and video design for my department and I use my laptop to complete these
- 46.

47. tasks. I also use my iPad as a graphic tablet to complete some of these tasks and I am always tethered to my iPhone for an internet connection. People want to be productive and stay on top of their work. When they do this it is because they have pride in their work and want to do the best job possible. It is silly to not allow this... There are no security problems that cannot be overcome for this type of issue. Its public information anyway.

Total Respondents	47
(skipped this question)	64

54. Additional Information Technology Related Services Please provide your comments and expectations related to the City's Information Technology (IT) provided services. These comments should include how IT services currently meet, or could be improved to meet your expectations. Please provide your recommendations related to:

- How the City's IT services should be improved over the next 3 to 5 years.
- How improvements in the City's IT services will enhance productivity and/or efficiency in your area of responsibility.

1. want to see a proactive, not reactive, service offering that monitors and implements new technologies and techniques to improve efficiencies
Increase IT staff-allowing an IT person to come into each department on a regular basis checking with employees on their needs.
2. Have an IT newsletter with tips and computer shortcuts sent out each week, you never know when you might be able to use a new tip to help you in your job.
3. should be forward thinking on the cutting edge of technology
4. IT WOULD BE REALLY HELPFUL IF WE HAD A SPILLMAN SYSTEM ADMINISTRATOR - AND IT WOULD REALLY HELP IF WE COULD GET A QUICKER TURN AROUND TIME FOR IT REQUESTS.
5. The City's IT department is understaffed and not always able to respond to individual needs of employees on a timely basis.

6. I'd like to see us utilize SharePoint to its full effectiveness. I think that would allow better integration of communication/computing options
7. Re-structure and have staff with focus areas...more staff
8. I have no specific recommendations. I am satisfied with IT's performance and services given the division's limited manpower and resources.
9. Fire needs their own dedicated IT person that can focus on fire applications and needs, provide preventative maintenance on all computer technology devices and respond timely to requests for "out of service" equipment.
10. Be a resource and a partner that helps our department achieve our goals and desired outcomes.
11. I am not an IT expert, and do not feel I have enough knowledge to intelligently make recommendations. I think our IT staff (especially **<name>**) is incredibly responsive, helpful, and patient.
12. I have no problem with IT services, they are great
13. N/A
14. I think the department needs to add additional staff. I also believe that the ticketing system needs to be improved as tickets often are overseen or not prioritized effectively. I have never had any issues personally but it's because I would rather now make a phone call to IT as opposed to submitting the ticket and possibly getting lost in the system. Also, not understanding the work load; it seems that some IT staff are more responsive than others. That same staff member who is responsive is also very knowledgeable in most City programs so when that person is out, we're told that nobody else can help us until that staff member returns. So more cross training needs to be done or SOP's need to be created so that other IT staff members know what to do.
15. Hire higher level IT professionals who also do programming, data base development, software development, GIS, and software applications experts.
16. There should be more staff so when help desk services are need there is someone available. Existing

- staff has too many tasks and requests to be dealing with small requests. More availability would of staff would get things fixed faster so people can back to work.
17. Our IT guys do a lot for us and I appreciate them. I think having new facilities with better infrastructure will help keep us up to date with systems that fully operate all of the time.
18. They need more staff or people who know what they are doing. Some of their staff know everything and others seem to know nothing I always ask one person to help and he always does.
19. I have the impression that the copiers recently purchased were not properly set-up with the right defaults, etc., yet I am not aware of anyone who has stepped-up to address obvious and time-consuming functions that could otherwise be easily corrected with the equipment.
20. With technology growing so rapidly I think the city needs to focus or come up with a plan to improve technology as it become available. Whether we lease equipment with the option to upgrade as it becomes available or buy lower quantities more frequently. I also think there has to be an IT tech who works directly for the PD who understands what is happening with the PD directly, can provide updates and repairs directly to the PD and who is around and is working with officers and command staff routinely to ensure the PD is up to date, everything is properly working and that we are not taking resources away from the city.
21. The records management and evidence management systems could be improved to increase the effectiveness of storing electronic data. We are limited in this area. The ability to enter reports from all points in the city is crucial to provide timely availability of police reports to citizens.
22. Need 24/7 support. Need an on-call person available 24/7 to answer questions and if necessary to arrive on site to resolve computer problems when they occur.
23. City cellphones to Police Patrol assigned to vehicles or beats. Updated software and continual updating to be

- most recent
24. Purchase a permitting software package such as ACCELA
 25. More employees to assist, multiple people with Munis knowledge
 26. No recommendations.
 27. well number one if your computer doesn't work and you stop by you are told to submit a ticket?? also if your computer breaks on a Friday no one is around or even a Tuesday at 7 pm? the aircards are slow and coverage is not good. I would like to see a window service or a evening shift? going to better air card carrier.
 28. Be more responsive and quicker to issues
with more rapid intervention work can get done more rapidly and efficiently
More Software training
Quit defaulting to "no". Learn to provide a cost to the request so the requestor can make the decision as to whether it is worth it or not.
 29. Advances in technology for Law Enforcement are happening daily. I would like to see body wearing video cameras with the storage necessary for evidence, advanced crime prevention programs, etc...and we can't even figure out how to work a simple laptop computer in the vehicle without on-going problems.
 30. Need to be more customer focused with internal customers. Although typically helpful, there is a lack of urgency shown as well. Need to have lower level support for the annoying nuances that are not life threatening but impede one's ability to do their job.
 31. BASED ON THE 24/7 NEEDS OF MY DEPARTMENT, AND THE INCREASING OCCURANCES OF IT ISSUES, THERE NEEDS TO BE A SPECIFIC DEPARTMENT IT PERSON THAT IS AVAILABLE 24/7.
 32. As stated before if IT cannot fix a certain issue they will often blame others but will not get to the bottom of the problem. IT should at least write the problems down so that others can re-evaluate the problem to see what would be best for future purchases.

33. The three full-time members of IT work very hard to provide the best service possible; they are simply over-tasked and under-staffed! As new technologies emerge and the need for additional IT functionality comes to the City, we must stay ahead of the curve in order to provide the best service to our citizens. We need to recognize that quality IT people are in demand and our pay scale must be commensurate with at least other city municipalities. There needs to be additional staff in IT, especially for Spillman.
- Overall, IT has met my work needs. My opinion is that IT is spread too thin and supporting network infrastructure, software and computer hardware way beyond their resources. The demands of "implementing everything, to serve all customers, right now" are unrealistic. I feel the services could be improved by developing real strategic priorities and a developing an implementation plan with IT taking the lead. This would need to be complemented by
34. managing expectations.
- I feel the applications used right now were implemented in a hurry, not fully understood, and therefore, the perception exists of bad software. If staff could really implement and then stabilize software and the related processes, staff could self-support and have extensive knowledge of functionality. This would translate into more productivity.
35. A more accessible IT issue ticketing system that provides greater accountability for IT staff and provides up to date information to users on the progress of repairing IT related issues on downed city equipment.
36. Need to expand the band width. There have been several instances where the server has been so slow because many people are doing something online (i.e. training). Tying up the internet also brings the phone down.
37. The City's IT service is fine
38. I think IT Department needs more staff and they need to be more transparent. I don't mean this in a micro-

managing way, I just think people don't really understand what the IT Department does and the City needs to be educated on their role and to maybe put together on the intranet a list of projects they are working on so staff knows just how much they do, instead of people making assumptions they don't do anything. I think using MUNIS to its fullest potential will enhance productivity with grants tracking and management. It is not utilized fully at this time and during implementation, I think some training may have been missed.

39. I feel the IT department needs to focus on the employee's that are experiencing problems with their computer, rather than just guessing what can be done next. The police Panasonic Toughbook computers are out dated and should have been updated or replaced years ago. The city should have addressed this issue in the past, rather than allow Officer's to have to deal with out dated equipment to help make their job more productive.
40. Added staff, to include a dedicated security admin.
41. I feel each department have their own IT person assign to their department for better efficiency not just a ticket generated
42. IT is the axle of the wheel and all other departments rely on them.
This department should be allowed to grow as time allows.
43. Please respond in a timely manner. I know they are busy with large workloads.
44. Needs more staff. With more staff, they can be working pro-actively instead of re-actively. They are barely keeping their heads above water now.
45. Intranet capability to submit tickets and see where in the process that ticket is, whom it is assigned to and approx. time for completion would be nice.
46. I really don't know.
47. City needs to work with Pinal County so that we as library staff are being consistent between both entities. Pinal County is moving to Outlook in June so our city and county e-mails need to be integrated

- accordingly. We don't use the city e-mail except to access paystubs, that should be fixed as it has worked in the past.
48. Provide the necessary funding and resources to avail best proven technology to enhance and upgrade IT services in the City.
49. Allowing IT individuals to come to the stations and fix the related problems that arise instead of sitting at the desk and trying to ix the problem there.
50. I would like to see the IT department utilize the roaming profile function of an Active Directory as on many occasions we lose our personal documents when a machine crashes, gets replaced, gets removed for an investigation. As firefighters we often use multiple machines at different stations and are expected to complete our special projects regardless of our location and a central roaming profile (particularly the My Documents folder) would allow for a more timely competition of special projects. This would also allow for back up of our files as I'm sure you back up the server the profile and documents would be saved on.
51. Continue to be flexible and adaptive to new technology. Keep remembering that one size or solution does not fit all!
52. Love the remote VPN!
- Seems like the IT Department is spread thin.

Total Respondents	52
(skipped this question)	59

55. Comments Please provide your suggestions related to the use of technology to enhance access to and deliver services to benefit the City's business partners over the next 3 to 5 years.

1. should be open to new software, application and technologies
2. Advancements in applying for permits and business licenses online; as well as signing up for community services classes online will greatly increase the service levels provided by the City.

3. Driver license/registration Scanners for police.
Improved integration between Departments via share database usage to avoid having to make changes in multiple places. An example would be preparing auto-updating forms, so that when, for example, we change addresses, any forms with the address are updated automatically, etc.
4. Getting an online business license application system in place will greatly improve the licensing process for both business applicants as well as city staff.
5. Credit/Debit card processing. We turn a lot of people away each day inconvenienced or upset that we are this far behind in technology. People just don't carry checks or cash anymore.
6. Fire needs to be able to manage their own web page content to make it relevant and up to date to disseminate information to the citizens of Maricopa.
7. In general, anything that can make employees more efficient should be considered.
8. N/A
9. The more streamlined and electronic we become the better, but it must be simple and process based, We should not eliminate human contact especially when people just want to make a call and get an answer.
10. Stay on the cutting edge with systems people will actually use. Track what gets used and how much by our citizens so we can see if the systems are actually useful.
11. I do like the ability to synch the network's outlook with personal devices (smartphones).
12. With the speed with which technology improves, I am not certain I have the foresight to provide any comments at the present time.
13. Need 24/7 support. Need an on-call person available 24/7 to answer questions and if necessary to arrive on site to resolve computer problems when they occur.
14. N/A
15. Provide an automated inspection request method.
16. No recommendations.

17. none
18. Need to offer credit card services at the front desk and also in areas other than recreation for collecting payments.
19. Again a 24 hr. IT person would be very helpful for all PD related problems.
20. The ability to accept police reports over the Internet would benefit the citizens and PD.
 1. Stabilize and understand the applications we currently use
 2. Identify realistic strategic IT priorities with IT taking the lead role
 3. Develop an implementation plan based on these priorities
 4. Report on progress and manage expectations
21. More bandwidth would help facilitate more internet based trainings.
22. None
23. Just be transparent to the residents and business partners.
24. Increase on-line functions with regard to completing forms, business licenses, inquiries, public records requests, etc. Working smarter, not harder.
25. I have nothing to do with City business. This does not affect me.
26. At meeting with vendors, a lot use tablets. the ability to type and provide quick organized notes would be more professional.
27. GIS & Interactive Zoning Code / Map online
28. Cross training for IT staff for specialized programs would be beneficial. There have been occasions when a problem could not be resolved because an individual was not in the office and no other staff could assist.
29. I don't really know.
30. It is all out there-
31. M/A
32. We need in-house GIS
- 33.

Total

33

Respondents

(skipped this
question)

78

56. Additional Comments Please provide any additional goals and or comments you see as important to IT not listed above.

1. Have a designated IT employee for PD that resides within PD.
2. should be customer friendly to all departments/divisions and not seem to place some departments over others
3. None.
4. The city webpage is not user friendly and I don't enjoy telling people how to use it to obtain the correct forms and how to find anything. Each department needs to be able to use their page how they see fit. It is pretty embarrassing.
5. N/A
6. I don't have any.
7. They need more staff city is to large for just 3 people.
8. Re #34 above, could this be a pattern that started with an unfinished Munis?
Need 24/7 support. Need an on-call person available 24/7 to answer questions and if necessary to arrive on site to resolve computer problems when they occur.
9. N/A
10. I was hired 6 years ago partly because of my permitting software experience. When management changed then so went the forward looking.
Incorporating Development Services software takes a team effort to coordinate modules & inter-departmental work flows. IMO we need to make a real effort to get this done, or we can continue the tried & true paper & pencil method we now embrace.
11. No recommendations.
12. none provided above
13. Invest in necessary hardware and software resources to allow them to effectively do their job.
- 14.

15. A lot the Police computer equipment is outdated. More money and resources need to spent in the public safety field to provide better services for the people in Maricopa.
16. I am very impressed with the high level of productivity, and dedication, our current three full-time IT members provide; it amazes me they are able to keep up as they do. I fear the work load will become too much and they will seek employment elsewhere, which would be a detriment to the City. I also think an IT Manager needs to be a part of all executive staff forums to provide at least initial input/guidance into ideas related to technology discussed at that level.
17. All applications and payments to City should be able to be completed online. Citizens should not have to come in to City Hall or mail materials for permits, business licenses, etc.
18. The city and staff are growing. Current staff is spread too thin to provide the level of customer service they desire to provide. We currently have two contractors, which should tell us that additional permanent staff is needed in order for the IT department to function efficiently.
19. None at this time.
20. I just think that it is important to upgrade the software when necessary. And let get rid of all outdated system.
21. No comments
22. WE NEED MORE BANDWIDTH :-)

Total Respondents	22
(skipped this question)	89

Purpose:	The purpose of this policy is to establish an authorized method for controlling mobile computing and storage devices that contain or access information resources at the City of Maricopa.
Background/History:	With advances in computer technology, mobile computing and storage devices have become useful tools to meet the business needs at the City of Maricopa. These devices are especially susceptible to loss, theft, hacking, and the distribution of malicious software because they are easily portable and can be used anywhere. As mobile computing becomes more widely used, it is necessary to address security to protect information resources at the City of Maricopa.
Persons Affected:	City of Maricopa employees, consultants, vendors, contractors, students, and others who use mobile computing and storage devices on the network at the City of Maricopa.
Policy:	It is the policy of the City of Maricopa that mobile computing and storage devices containing or accessing the information resources at the City of Maricopa must be approved prior to connecting to the information systems at the City of Maricopa. This pertains to all devices connecting to the network at the City of Maricopa, regardless of ownership. Mobile computing and storage devices include, but are not limited to: laptop computers, personal digital assistants (PDAs), plug-ins, Universal Serial Bus (USB) port devices, Compact Discs (CDs), Digital Versatile Discs (DVDs), flash drives, modems, handheld wireless devices, wireless networking cards, and any other existing or future mobile computing or storage device, either personally owned or City of Maricopa owned, that may connect to or access the information systems at the City of Maricopa. A risk analysis for each new media type shall be conducted and documented prior to its use or connection to the network at the City of Maricopa unless the media type has already been approved by the Desktop Standards Committee. The Desktop Standards Committee will maintain a list of approved mobile computing and storage devices. Mobile computing and storage devices are easily lost or stolen, presenting a high risk for unauthorized access and introduction of malicious software to the network at the City of Maricopa. These risks must be mitigated to acceptable levels. Portable computing devices and portable electronic storage media that contain confidential, personal, or sensitive City of Maricopa information must use encryption or equally strong measures to protect the data while it is being stored. Unless written approval has been obtained from the Data Resource Manager and Chief Information Security Officer, databases or portions thereof, which reside on the network at the City of Maricopa, shall not be downloaded to mobile computing or storage devices. Technical personnel and users, which include employees, consultants, vendors, contractors, and students, shall have knowledge of, sign, and adhere to the Computer Use and Information Security Policy Agreement. Compliance with the Remote Access Standards, the Mobile Media Standards, and other applicable policies, procedures, and standards is mandatory.

Procedures:

Minimum Requirements:

- To report lost or stolen mobile computing and storage devices, call the IT Department at xxx-xxx-xxxx.
- The City of Maricopa Steering Committee shall approve all new mobile computing and storage devices that may connect to information systems at the City of Maricopa.
- Any non-departmental owned device that may connect to the City of Maricopa network must first be approved by technical personnel such as those from the City of Maricopa Desktop Support.

**Roles and
Responsibilities:**

Users of mobile computing and storage devices must diligently protect such devices from loss of equipment and disclosure of private information belonging to or maintained by the City of Maricopa and they must annually complete a mobile security policy agreement. Before connecting a mobile computing or storage device to the network at City of Maricopa, users must ensure it is on the list of approved devices issued by the Information Technology Department.

The Information Technology Department must be notified immediately upon detection of a security incident, especially when a mobile device may have been lost or stolen.

They will be responsible for the mobile device policy at the City of Maricopa and shall conduct a risk analysis to document safeguards for each media type to be used on the network or on equipment owned by the City of Maricopa.

The Information Technology Department is responsible for developing procedures for implementing this policy, and will maintain a list of approved mobile computing and storage devices and will make the list available on the intranet.

Definitions:

CD: A compact disc (sometimes spelled disk) is a small, portable, round medium made of molded polymer (close in size to the floppy disc) for electronically recording, storing, and playing back audio, video, text, and other information in digital form.

DVD: The digital versatile disc stores much more than a CD and is used for playing back or recording movies. The audio quality on a DVD is comparable to that of current audio compact discs. A DVD can also be used as a backup media because of its large storage capacity.

Flash Drive: A plug-and-play portable storage device that uses flash memory and is lightweight enough to attach to a key chain. The computer automatically recognizes the removable drive when the device is plugged into its USB port. A flash drive is also known as a keychain drive, USB drive, or disk-on-key. A keychain drive, which looks very much like an ordinary highlighter marker pen, can be used in place of a floppy disk, Zip drive disk, or CD.

Handheld wireless device: A communication device small enough to be carried in the hand or pocket, i.e – Android, Apple, and BlackBerry™ devices. Various brands are available, and each performs some similar or some distinct functions. It can provide access to other internet services, can be centrally managed via a server, and can be configured for use as a phone or pager. In addition, it can include software for transferring files and for maintaining a built-in address book and personal schedule.

Media Type: For the purpose of this policy, the term “media type” is interchangeable with “mobile device.” Not to be confused with media makes, models, or brands.

Media Type Model: Refers to the brand of media device such as Sony, Treo, or IBM.

Mobile Devices: Mobile media devices include, but are not limited to: PDAs, plug-ins, USB port devices, CDs, DVDs, flash drives, modems, handheld wireless devices, and any other existing or future media device.

Modems: A device that modulates and demodulates information so that two computers can communicate over a phone line, cable line, or wireless connection. The connection talks to the modem, which connects to another modem that in turn talks to the computer on its side of the connection. The two modems talk back and forth until the two computers have no further need of either modem’s translation services.

Plug-In: Programs that can easily be installed and used as part of your Web browser. A plug-in application is recognized automatically by the browser, and its function is integrated into the main HTML file that is being presented. Among popular plug-ins is Adobe's Acrobat, a document presentation and navigation program that provides a view of documents just as they look in the print medium. There are hundreds of plug-in devices.

Wireless Networking Cards: Mobile device for wireless internet connectivity from a laptop. This card allows mobile users the ability to access a secured connection to the internet via a specified vendor.