CITY OF SAINT PETERSBURG
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The 2017 – 2021 Information Technology Strategy & Strategic Plan has been reviewed and is hereby approved for internal and public dissemination as needed.

_____________________________  _______________
Rick Kriseman                                                                                  Date

Mayor, St. Petersburg
# Table of Contents

INTRODUCTION ..................................................................................................................................................... 4
EXECUTIVE SUMMARY ........................................................................................................................................ 6
INFORMATION TECHNOLOGY STRATEGY ............................................................................................................... 9

1. VISION AND VALUES OF THE CITY OF ST. PETERSBURG, FLORIDA ............................................................... 9
   1.1 INFORMATION TECHNOLOGY VISION STATEMENT ................................................................................. 10
   1.2 INFORMATION TECHNOLOGY SERVICES ................................................................................................. 10
   1.3 TALENT STRATEGY.................................................................................................................................. 11
       1.3.1 Employee Recruitment and Retention ................................................................................................. 12
       1.3.2 Training ............................................................................................................................................ 13
   1.4 ARCHITECTURE STRATEGY .................................................................................................................... 14
   1.5 INFORMATION SECURITY AND CYBERSECURITY STRATEGY ............................................................... 16
   1.6 MOBILITY STRATEGY............................................................................................................................... 16
       1.6.1 Bring Your Own Device (BYOD) Strategy ......................................................................................... 17
       1.6.2 Mobile Application Strategy .............................................................................................................. 17
       1.6.3 Mobile Workforce .......................................................................................................................... 18
   1.7 SELF-SERVICE STRATEGY ................................................................................................................... 18
   1.8 IT GOVERNANCE STRATEGY................................................................................................................... 18
       1.8.1 IT Steering Committee ....................................................................................................................... 18
       1.8.2 IT Technology Committee ................................................................................................................ 19
       1.8.3 City Administrator .......................................................................................................................... 19
       1.8.4 Chief Information Officer (CIO) ....................................................................................................... 19
   1.9 IT PROCUREMENT STRATEGY ................................................................................................................. 20
   1.10 IT PROJECT MANAGEMENT STRATEGY ................................................................................................. 20
   1.11 IT METRICS ............................................................................................................................................. 20

2. CITYWIDE ISSUES & RISKS ............................................................................................................................. 22
   2.1 SIGNIFICANT HARDWARE REPLACEMENT ............................................................................................ 22
   2.2 TECHNICAL RECRUITMENT AND RETENTION .................................................................................... 23
   2.3 INFORMATION SHARING AND ACCESSIBILITY ................................................................................... 23

3. 2017 – 2021 INFORMATION TECHNOLOGY STRATEGIC GOALS ..................................................................... 24
   3.1 IT STRATEGIC DIRECTION ..................................................................................................................... 24
   3.2 GOAL: IMPROVE THE DISSEMINATION & SHARING OF INFORMATION TO THE PUBLIC ...................... 25
   3.3 GOAL: IMPROVE COMMUNICATION BETWEEN DEPARTMENTS .......................................................... 27
   3.4 GOAL: ALIGN TIMEKEEPING & PAYROLL SYSTEMS CITYWIDE .............................................................. 29
   3.5 GOAL: CENTRALIZE DOCUMENT MANAGEMENT .................................................................................. 31
   3.6 GOAL: CREATE A MOBILE APPLICATION FOR EMPLOYEES .................................................................. 33
   3.7 GOAL: DEPLOY A ROBUST PROJECT MANAGEMENT SOLUTION .......................................................... 35
   3.8 GOAL: DEPLOY A STANDARD CONFERENCE ROOM CONFIGURATION .................................................. 37

SUMMARY ......................................................................................................................................................... 39
APPENDIX A – 2011 – 2016 STRATEGIC GOAL ASSESSMENT ............................................................................. 40
APPENDIX B - ORGANIZATION CHART ............................................................................................................ 42
INTRODUCTION

The Information Technology Strategy and Strategic Plan represents a “snapshot” of the state of Information Technology (IT) at the time it was written. This document seeks to summarize key objectives for the next five years and the challenges currently experienced. This document is not intended to be a comprehensive listing of all the services, projects or objectives of the Department of Technology Services (DoTS). Note that as circumstances change and the city’s elected and appointed leaders change, the city’s IT priorities must also accommodate those changes. Accordingly, it is recommended that this plan be treated as a living document, reviewed annually, and revised as necessary.

Key Metrics

Approximate number of St. Petersburg citizens - 260,000
Approximate number of annual visitors - 6,000,000
Approximate number of annual events - 900
Number of DoTS IT technical staff – 62.5
Number of departmental city IT staff - 28
Approximate number of city employees - 2,950
Number of departments supported – 27
2017 Annual IT operational budget - $10,534,369
2017 Annual IT technology fund budget - $1,096,008

“Technology made large populations possible; large populations now make technology indispensable”. - Joseph Krutch (Writer)
From October 2016 to March 2017 the Department of Technology Services facilitated an IT Strategic Plan Committee comprised of city Directors, Managers and other key personnel who met weekly to compose, discuss and review the current and future technology needs of the city. This team reviewed the IT Vision Statement, determined the strengths, weaknesses, opportunities and threats the city faced, and developed future strategic objectives and goals to ensure IT aligned with the city’s goals. The goals and strategies presented in this document address the issues and the gaps identified.

**IT Strategic Plan Committee:**

**Mayor’s Office**  
Kevin King – Chief of Staff  
David Flintom – Action Center Director  
Chandrahasa Srinivasa – City Clerk Director

**Deputy Mayor’s Office**  
Kanika Tomalin – Deputy Mayor Administrator  
Nina Mahmoudi – Manager, Creative Services

**Police Department**  
Michael Kovacsev – Assistant Police Chief

**Fire Department**  
Ian Womack – Rescue Chief, Fire & Rescue

**Public Works Administration**  
Brejesh Prayman – Engineering Director  
John Norris – Storm water / Traffic Ops Director  
Robert Labrie – Manager, Water Maintenance

**City Administrator’s Office**  
Tammy Jerome – Billing & Collections Director  
Erika Langhans – Controller  
Chris Guella – Human Resources Director  
Louis Moore – Procurement and Supply Management Director  
Brett Fravel – IT Technical Support Manager

**City Development Administration**  
Sophia Sorolis – Manager, Economic Development  
Jessica Eilerman – Manager, Small Business Liaison  
Evan Mory – Transportation & Parking Management Director

**Leisure Services Administration**  
Michael Jefferis – Parks & Recreation Director  
Mika Nelson – Library Director

**Neighborhood Affairs Administration**  
James Corbett – Manager, Codes Operations  
Lynn Arthur – Assistant Sanitation Director

**Legal Advisor**  
Jeannine Williams – Chief Assistant City Attorney
EXECUTIVE SUMMARY

An IT Strategy document is a key success factor and an indicator of a forward thinking IT Organization. The 2017 – 2021 IT Strategy and Strategic Plan was created as a continuation of past strategic plans which were originally started in 1999.

The strategic approach that the Department of Technology Services (DoTS) has taken in past years and will continue to do so in the future with respect to technology, is to view each project or initiative on its own merit and develop a technical solution that best serves the need(s) of the business, is fiscally responsible and is supportable. Each project or technology enhancement is viewed with several measures in mind such as, is the application or technology for city business use, citizen use or both? What are the sensitivity and privacy concerns of the data and what is the total cost of ownership (TCO) of the system to list a few of the considerations made prior to selecting a technology? By taking an individual business challenge approach versus a set-in-stone technology system approach, DoTS can deliver more agile solutions in a faster timeframe.

The 2011 – 2016 strategic plan set several goals such as replacing a legacy email system with Office365, implement a document management system and work asset management system in addition to a few other goals. The full list of goals can be found in Appendix A.

Because of the 2017 – 2021 strategic plan committee meetings, the following business challenges, key discussion topics and goals were produced:

Business Challenges:

- Need greater dissemination of information to and from the public.
- When new technology is deployed, it is often not used by everyone. Greater focus should be applied to enforce or mandate adoption of new technology.
- Communication amongst different city departments could be improved.
- Citizens’ expectation is that city employees know what is going on throughout the city regardless of what department the employee works in. To provide citizens the information they require, greater integrated access amongst systems is needed.
- Need to optimize applications for mobile devices.
- Need better integration to and from customer applications such as “SeeClickFix”. Without better integration, it often causes double and triple data entry into multiple systems which impacts service levels to citizens and can cause data integrity issues.
Key Discussion Outcomes:

- Departments want true mobile ready applications with single sign-on capabilities.
- Departments feel they are often siloed and would like information and access to other systems to help them do their jobs in a more productive manner.
- Growing need for either a data warehouse or an application bus that will share information across platforms to avoid double and triple entries.
- Need for conference facilities that can minimize site to site travel but still allow for full collaboration abilities.
- Eliminate or reduce the number of systems and applications that do the same thing. Example: Five different time-keeping systems
- Need a citywide Project Management office/system to coordinate project activities across different departments.
- Need to establish an IT Technology Committee that comprises Directors and Managers from different departments that meet monthly to discuss technology, applications and projects related to the different departments.

2017 – 2021 Strategic Goals:

- Improve existing Stpete.org website to make searching for information such as phone numbers and department information easier to locate. In addition, add automated form capabilities that allow citizens to download and fill-out required forms in advance. GIS mapping information should include information about transportation activities and police information.
- Deploy a standard collaboration configuration in city conference rooms that allows for seamless video and audio conferencing and presentation of information.
- Deploy an application that will centralize different department data into a single view or screen. For example, typing in a citizen address should display code violations, GIS map information, work order history and police events.
- Deploy a citywide project management application to facilitate the sharing of different departmental projects to gain resource alignment, timeline position and financial tracking.
- Deploy an HR employee mobile application that will interoperate with timekeeping, Oracle HR system, medical, dental, eye care, life insurance and payroll information, city disaster preparedness information and department main phone number directory.
- Deploy a document management system that can integrate with a contract management solution, Oracle financial information and drive green initiatives in paper reduction.

- Align timekeeping and payroll systems citywide. System needs to integrate with Oracle as well as provide a location awareness capability to allow an employee the ability to clock-in or out from any job site throughout the city.

- Create an IT Technology committee.

- Deploy a public self-service launching page or “hub” for commonly requested data collected and maintained by the city.
1. Vision and Values of the City of St. Petersburg, Florida

This Information Technology (IT) Strategic Plan was written in alignment with the City of St. Petersburg’s values and strategic pathways. The city’s vision is that St. Petersburg will be a city of opportunity where the sun shines on all who come to live, work and play. We will be an innovative, creative and competitive community that honors our past while pursuing our future.

Since 1993, St. Petersburg has operated under the strong mayor form of government - a system that combines the strong political leadership of a mayor with an elected city council. As St. Petersburg enters its second golden age and steps boldly into the 21st century, the downtown core continues its revitalization with projects that include retail shops, restaurants, and movie theaters. More than 900 events bring over 10 million people each year to the sunshine city to experience yacht races, triathlons, baseball, basketball, cycling, festivals, cultural exhibits, and
music. The city easily attracts tourists with its cultural district that includes seven museums in the downtown district. A state university, 10 marine institutes and more than two dozen galleries, and the All Children's Research Center attest to the city's commitment to education and health care. Historic neighborhoods continue to be restored, as residents invest in their communities with a great source of pride.

Here, young and old, tradition and innovation come together to create a vibrant sense of community.

1.1 Information Technology Vision Statement

The vision of the Department of Technology Services (DoTS) is that it will pursue, implement and manage information systems and technologies that most effectively and efficiently support the city departments in accomplishing the goals and objectives of the city. All DoTS employees will provide exceptional service to both its internal customers and the public. DoTS management recognizes DoTS team members as its most important asset and will provide the opportunity for development and will create a working environment that fosters innovative solutions and cooperative problem-solving in a fiscally responsible manner.

Today, the demands of the citizen are greater than ever due to enhanced communication technology. The citizens desire to be reached when they want to be reached, how they want to be reached and where they want to be reached is a business reality and only those organizations who are successful in fulfilling the citizens’ demands will achieve long term success. Both the City of St. Petersburg and the Department of Technology Services acknowledge and embrace the new technology challenges our citizens require and actively work to exceed our citizens’ expectations while ensuring that fiscal prudence is maintained.

1.2 Information Technology Services

The Department of Technology Services (DoTS) is charged with providing the following technical services to the City of St. Petersburg:

- Application server installation, operation and support
- Computer Operations and Helpdesk Services
- Desktop hardware and software support
- Network hardware installation, operation and support
- Telecommunication hardware, software operation and support
- Application software development and support
- Geographic Information System (GIS) development and support
- Information Security and Cybersecurity
1.3 Talent Strategy

As technology moves forward, demands for technical IT resources will expand. These demands will be expressed by the citizens, the government, and the city workforce. This may require an increase in IT staff throughout the city with development, network, telephone, server/desktop computing, mobility, project management and business analytics skillsets. This IT Strategic Plan has undetermined costs associated with it, and some of these costs are associated with additional IT staff.

As part of this IT Strategic Plan, a strengths, weakness, opportunities and threat (SWOT) analysis was completed by the IT Strategic Plan Committee. The purpose of the SWOT analysis was to gauge the city management’s confidence level in the ability of the DoTS department to deliver upon the goals and objectives created. The committee made the following assessment of the current state of the Department of Technology Services.
### 1.3.1 Employee Recruitment and Retention

Recruiting and retaining IT talent is a key success factor for any IT organization. The new generation of employees, commonly called “Generation X”, “Generation Y”, and “Millennials” are comfortable with and use technology daily and when looking for a job are interested in more than just competitive pay, benefits and technology. Flexible schedules, working remotely, open work environments and relaxed business attire are a desired reality. The city’s current and future employees will use text/ instant messages, social media accounts and wearable technology not only for socializing but as an integrated part of their every day job. These tools and communication devices will be expected in a desirable workplace and can be used to further the city’s services. As the average age of our citizens changes to “Generation X”, “Y” and “Millennials” so too must the city workforce to be able to effectively interact and support the needs of our citizens. The city’s IT infrastructure and systems will be key components in supporting the tools, communication devices and workforce in the future.

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<td>- One size does not fit all</td>
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<td>- Receptive to most needs</td>
<td>- Cross training of staff</td>
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<tr>
<td>- Good historical / business knowledge</td>
<td>- Short staffing / resources</td>
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<tr>
<td>- Generates ideas</td>
<td>- Providing training to end users</td>
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<td>- Good communication</td>
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<td>- Project Management / Procurement</td>
<td>- Limited resources / finances</td>
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<td>- Continue to embrace technology</td>
<td>- Improving or declining economy</td>
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<tr>
<td>- Expand on expert specialized knowledge on technology</td>
<td>- Individual silos</td>
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<tr>
<td>- Streamline applications</td>
<td>- Quickly changing technology</td>
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<td>- Succession planning</td>
<td>- Knowledge drain due to retirements</td>
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<td>- Lack of coordination</td>
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<td>- Change of Administration</td>
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#### SWOT ANALYSIS - DoTs

**Internal origin** (attributes of the organization)
- Technical knowledge
- Receptive to most needs
- Good historical / business knowledge
- Generates ideas
- Good communication

**External origin** (attributes of the environment)
- Project Management / Procurement
- Continue to embrace technology
- Expand on expert specialized knowledge on technology
- Streamline applications
- Succession planning

**Harmful** to achieving the objectives
- One size does not fit all
- Cross training of staff
- Short staffing / resources
- Providing training to end users

**Helpful** to achieving the objectives
- Limited resources / finances
- Improving or declining economy
- Individual silos
- Quickly changing technology
- Knowledge drain due to retirements
- Lack of coordination
- Change of Administration
1.3.2 Training

The evolving complexity of many of the city's business applications makes it necessary to have ongoing, on-demand training, enabling current employees and IT personnel to take refresher courses and for new employees to become familiar and proficient with the city's business applications. Training for employees will be a significant factor in retaining motivated personnel who interact with both citizens and other internal employees in a productive and efficient manner going forward. The city has recently implemented virtual training simulators as part of the training curriculum for the Police and Fire departments. The use of virtual reality systems should be expanded where possible and financially feasible. Virtual reality simulators now let employees practice how they interact with people. Interaction through conversation, conducting interviews and handling complaints are essential skills required of a typical employee who interacts with our citizens. The ability to effectively communicate to the public at large is essential to ensuring the city’s mission, vision and values are adhered to. The city’s well-trained staff have made internal management of its technology possible with minimal need for outside consultants which allows technology funds to be utilized for technology improvements and support. Historically, training is typically one of the first items reduced when operating budget cutbacks are required and alternatives to preventing the loss of training opportunities should be explored. For example, training can be included in capital budgets for IT projects.
1.4 Architecture Strategy

The city began electronically managing data in the mid 1970’s. In the past four decades, the city has seen enormous changes and advancements in the usage and delivery of technology. Today’s standard desktop workstation exceeds the processing power of the city’s first mainframe computer.

The city has historically approached technology from a conservative stance. Conservative does not mean that the city was reticent to embrace new technologies. It meant the city selected technologies that were proven and state of the art. This philosophy enabled the city to maximize its return on investment in technology and minimize risk while providing a solid technology foundation.

Like many government institutions and large private enterprise businesses, the City of St. Petersburg’s information technology architecture is comprised of many different systems, locations and technologies. The city leverages both cloud and internet based services as well as maintains two data centers to house critical business systems. The infrastructure highway that connects end users, the public and other agencies to these systems includes fiber optic, wireless, broadband, and radio/cellular technologies.
The strategic approach that DoTS has taken in past years and will continue in the future with respect to technology is to view each project or initiatives on its own distinction and develop a technical solution that best serves the need(s) of the business, is financially responsible and is sustainable. Each project or technology enhancement is viewed with several measures in mind. When deciding whether a system should reside in one of the data centers, a hosted external facility or a cloud facility the following is considered:

- The number of users who need access to the information
- Is the application or system for city employees, citizens or both?
- Sensitivity and privacy concerns of the data
- Total cost of ownership (TCO) of the system (environmental costs, maintenance costs)
- Operational skillset required to maintain system
- Disaster Recovery (DR) requirements
- The Service level agreement (SLA) of the system in regards to expected availability
- State/Local/Federal regulatory requirements
- Are there other systems that need to send or receive data from this system?

When software applications are considered, “shrink-wrapped” software is preferred which implies a standard platform that is widely supported. While this strategy can limit and/or prohibit customization, it has enabled DoTS to deploy more stable and robust applications in a faster timeframe. This strategy has also allowed the city to minimize the number of technical resources required to support development processes. As cloud based applications become more common it is anticipated to move away from shrink-wrapped software to software as a service (SaaS), where software isn't licensed to a customer but available for a monthly subscription, complete with maintenance, support and upgrades. The following describes some additional strategies that are applied when new software is considered and/or deployed:

- IT services will be packaged for intuitive, mobile, self-service use by staff and citizens.
- City staff will be able to easily and securely leverage open application programming interfaces (API) and data to create new services and platforms for work efficiency, information dissemination and collaboration.
- IT units or staff with suitable capability will be able to quickly, securely, and independently create new services and platforms that address their specific needs, and they will have easier access to essential organizational data.
- Customers will be better served by DoTS' enhanced capacity, capacity freed up by the
adoption of open APIs and data access tools, modern “platform-based” infrastructure, and “agile” software development methodologies.

- DoTS will have greater capacity for supporting innovation, and will be better equipped to keep pace with the rapidly evolving organizational needs of the city departments and citizens.

1.5 Information Security and Cybersecurity Strategy

In today’s world of increasing security threats, the protection of sensitive information and general security awareness is the responsibility of every city employee. Security systems are complex and diverse and a centrally managed information security framework provides the footprint for an IT environment promoting data availability, integrity, and confidentiality. While the city does have a robust Information Security, Cybersecurity and Risk Management program in place today, the importance of continuous development of an information security strategy is paramount for protection of sensitive information.

The fundamentals of a proper security program are:

- Managing risk
- Policies, procedures and standards
- Classification of information
- Data protection
- Employee training and communication

As the threat area broadens, becoming more complex and disjointed, the continuous funding of next generation security tools, training and systems is required. The current IT Security framework encompasses all of the above today. The challenge for tomorrow with the adaptation of a more mobile workforce and citizen base is ensuring data protection while not impeding mobility and technology advances.

1.6 Mobility Strategy

Emerging technology, such as 5G wireless is on the horizon and is anticipated to be deployed by 2020 to meet business and consumer demands. In addition to providing simply faster speeds, it is predicted that 5G networks will also need to meet new use cases, such as the Internet of Things (IoT), mobile cloud office, as well as broadcast-like services and lifeline communication in times of natural disaster. The city has begun the process to ensure new applications are truly mobile-ready and not just an application that will run on a mobile device.
1.6.1 Bring Your Own Device (BYOD) Strategy

Today's increasing use of a mobile workforce require companies and government entities to consider and formulate a BYOD strategy to prevent the unauthorized loss of data and any potential lawsuits that may result due to the loss of information. The security of information cannot be the only consideration though. The city must consider: What technology and/or devices will or will not be authorized? Who will provide end-user/device technical support? Who is responsible for replacing and/or upgrading the device if new business technology (software/hardware) is required to be utilized to support business objectives? When an employee is promoted, transfers, resigns or is terminated how is data retrieved without destroying personal information?

Due to the complexity and difficulty in creating a favorable security policy that could accommodate a wide range of different departments and their business needs, the City of St. Petersburg does not currently allow personal devices (PC, tablet, mobile phone) to join the city network domain. When remote access is required to city systems the use of virtual technology has been authorized. Using remote virtual technology allows an individual to use a personal device to remote into a city owned and protected virtual machine and reach city systems from the protected virtual machine. The use of a city owned mobile device to access city information is authorized if the device is properly enrolled and managed via the city mobile device management (MDM) platform. Understanding that the mobile landscape is increasing in both size and technological advances, both the BYOD and Mobile strategies will need to be continuously reviewed and properly funded to investigate and potentially purchase such things as location based or “geo fencing” software, whitelist/blacklist application protection mechanisms, mobile device management (MDM) applications and other security tools and techniques as they progress to ensure that IT protects city information while at the same time assisting the mobile workforce to meet their business objectives. It is expected that as mobile technology is increasingly deployed that additional resources with specific mobile training will be required for support and to maintain security.

1.6.2 Mobile Application Strategy

Mobility has changed the way a city government interacts with its citizens. Mobile technology such as phones, tablets and wearable devices have new operating systems that change how software is developed and deployed. DoTS strategy is to leverage third-party assistance to develop and deploy mobile technology and to ensure that development platforms utilize standards-based interfaces and will work with multiple front-end design methods. Any new mobile application should allow for mobile optimized access to a variety of backend systems and databases. The goal of any new mobile application should be to drive citizen engagement, employee productivity and offer analytical intelligence capabilities.
1.6.3 Mobile Workforce
As the number of mobile devices and applications increase so will the number of employees who work remotely either in the field interacting with citizens or from a small office/home office (SOHO) environment. The City of St. Petersburg has implemented a mobile workforce environment to engage its citizens in the most effective manner possible. Departments such as Code Enforcement, Transportation and the Police department will increase their utilization of mobile technology in the future to support their day to day operations. Certain city departments such as DoTS and Billing and Collections have piloted a successful work from home policy that allows authorized employees the ability to work remote anywhere from one to five days a week. The mobile workforce strategy of using tablets, phones and applications such as Office365 needs to be consistent with the overall technology strategy of selecting hardware and software that meets the needs of a department on an individual basis but also ensures that the technology that is utilized is standards based and consistent with the mobile application strategy. As previously mentioned, as the mobile workforce increases additional support costs both in personnel and systems will be required to support the growing number of devices and applications.

1.7 Self-Service Strategy
As citizen’s demand access to information anytime, anywhere, on any device, a robust self-service strategy must also be deployed to allow citizens to help themselves. This holds true for employees as well to maximize productivity and provide better service to the citizens. DoTS actively recognizes the need for self-service and works to implement many different self-service capabilities such as password reset, account set-up etc. DoTS will continue to make strategic investments in technology that will enable both the citizen and the employee to help themselves by measuring how citizens and employees complete their tasks and the current experience offered and work to improve the experience.

1.8 IT Governance Strategy
The goal of the city IT Governance strategy is to keep IT and the city business departments jointly accountable for linking technology to the most important business strategies of the city and produce IT technology decisions that benefit the city and not just select parts of it and to avoid flavor-of-the-month technology spending.

1.8.1 IT Steering Committee
The IT Steering Committee, consisting of executive members of the city's management team, provides factual input for optimal use of technology resources to the City Administrator who then makes decisions regarding strategic importance for the use of technology resources. This committee meets as determined by the CIO and the City Administrator. The goals of the decisions made by the City Administrator, with the factual input supplied by the IT Steering Committee, are:

- To require that technology is acquired, implemented, and secured in a manner that meets the business objectives, operational objectives, and technology strategy of the city.
To require that all technology purchased provides value to the city.

To require that new technology is delivered on time, within budget, and with the intended benefits.

To ensure that IT processes are designed, deployed, and operated in an efficient and effective way.

To ensure that IT will be managed to preserve its value, manage its costs, manage its risks, and measure its performance.

1.8.2 IT Technology Committee
One of the outcomes of the 2017-2021 IT Strategic Plan Committee was a goal to create an IT Technology Committee that comprises Directors and Managers who would meet monthly to discuss technology in the following context:

- What are the current operational efficiencies and/or inefficiencies of the technology in use today?
- What are the current business challenges and is there technology available to solve it?
- What are the critical projects being worked on that require other department assistance?
- Is there a roadmap item that needs visibility or awareness of other departments?

The IT Technology Committee will report to the IT Steering Committee at a minimum quarterly to advise them of current operational issues and provide recommendations for new technology and feedback on prior approved technology.

1.8.3 City Administrator
The CIO is responsible for all citywide information technology decisions, and any conflicts will be resolved by the City Administrator. The City Administrator is responsible for assisting the CIO in obtaining necessary funding to deliver technology solutions to the city.

1.8.4 Chief Information Officer (CIO)
The CIO reports to the City Administrator and is responsible for advising the Mayor and senior city staff on technology and technology-related issues. The CIO regularly meets with the administrative management team of the city to provide information related to IT issues and provide input on IT-related concerns and needs. The CIO will be responsible for guiding the city’s information technology environment. The CIO will promulgate policy and standards for technology management, security, and usage; establish best practices for managing technology projects; oversee all major technology purchases; and establish standards for technology commodities. IT policies and standards will guide the day-to-day operations management, security, and usage of information technology citywide.
1.9 IT Procurement Strategy
DoTS follows the city procurement code process in all request for quotation (RFQ), request for proposals (RFP), vendor selection and ultimately the purchase of technology. DoTS uses several procurement programs, including a single source procurement process and multi-source procurement process and a pilot procurement process as stipulated in the current city procurement code. Currently any purchase greater than $100,000 or change orders over $25,000 or pilot purchases require City Council approval. Because technology rapidly changes, to successfully meet the demands of both employees and citizens, a close working relationship between DoTS and the Procurement department is required. A successful procurement strategy is key to avoid lengthy delays in the procurement process and ensure that needs of employees and citizens are met in a timely manner.

1.10 IT Project Management Strategy
DoTS currently manages external and internal projects on a division by division basis using Managers and Analysts with prior experience working in a project environment as the responsible lead for planning, coordinating, budgeting and delivery of any IT related projects. There currently is no Project Management Office (PMO) within DoTS or the city mainly due to economic challenges in the past. As the city revitalization effort(s) continue to take shape, the need for certified Project Managers with enhanced project management skillsets will be needed to ensure projects are delivered on-time, on-target and on-budget. Project management was a key topic during the strategic planning sessions with the Directors, Managers noting this is currently a challenge citywide and that a citywide PMO office would enhance communication between departments and ensure close coordination and planning are achieved.

1.11 IT Metrics
Customer Service Strategy
The objective is to provide citywide systems support for commercial and in-house developed systems, desktop computers, document management, email service, Internet and intranet, E-Business, telephones, host servers and infrastructure, data storage and backup, and electronic equipment. To fulfill the city values of accountable servant leadership, empowerment, diversity, inclusiveness and responsiveness a customer service strategy is required that is both actionable and measurable.
DoTS actively tracks the following performance measures:

- System availability
- Problem resolution (both time and issue)
- Support call and helpdesk ticket volumes

In addition to tracking service metrics, DoTS also actively seeks performance feedback through surveys and technology collaboration events.
2. Citywide Issues & Risks

The city continues to make a commitment to providing proven technology to accomplish its goals. This investment in technology has enabled the city to continue improving its performance, achieve internal efficiencies, and enhance the livability of the city. The current average visitation rate to the city is over 6,000,000 visitors a year with an average length of stay to be 5.6 days. The city population has risen to approximately 260,000 citizens and the cost of living as of March 2016 was 95.7 or slightly lower than the U.S. national average of 100. The City of St. Petersburg is host to several sporting teams and events such as the annual IndyCar racing. Many cultural activities are also available such as the Dali Museum, Museum of Fine Arts, and Mahaffey Theater performances. The major employment industries are Healthcare & Social Assistance, Retail Trade, Hospitality, Finance & Insurance and Manufacturing. Information Technology will be a critical component of the city's continued growth and progress.

While the city is expanding and increasing in vibrancy, external environmental and economic factors outside of the city’s control can change the current landscape at any time. Addressing issues by using technology in the future could be extremely challenging and limited due to any potential financial constraints. Addressing current gaps and internal opportunities to gain efficiencies are to remain a priority. Some of the gaps and opportunities can be resolved with a tactical approach. These issues have been included in this Plan since some of them cannot be accomplished within a single budget cycle.

2.1 Significant Hardware Replacement

The city has several significant hardware platforms that house critical business applications. Additionally, the computing environment requires peripherals such as storage area networks, backup libraries, firewalls, and core routers. Many of these systems are very costly; however, it is critical for the city to maintain, expand, and replace these systems periodically as technology advances and vendors end maintenance and support for products. Replacement funding programs have been earmarked for radios, workstations, and laptops, but not for significant hardware replacement. The DoTS Department fund balance has been used historically to fund these replacements. Continued funding for significant hardware replacement must remain a priority.
2.2 Technical Recruitment and Retention
Technical staff recruitment and retention have been an issue for many years and tend to fluctuate based on both internal and external factors. The city has several technical employees who are within a 5 to 10-year retirement window. Hiring additional technical personnel to allow for appropriate knowledge transfer will need to be a consideration in the future. Because of the high salaries paid in the private sector for scarce skill sets, such as Oracle developers, database administrators, and security analysts, there are additional challenges in hiring and retaining experienced staff required to support city systems and services.

2.3 Information Sharing and Accessibility
The public demand for easy access to city information in person and over the Internet has increased significantly in the past few years. The city has made considerable effort to move to electronic data storage and will need to expand further to support greater mobile access to information. Incremental increases to operational budgets will be required to support the expanding data storage capabilities.
3. **2017 – 2021 Information Technology Strategic Goals**

3.1 **IT Strategic Direction**

The DoTS strategic direction is one that provides the ability to change and operate as needed to better meet the needs and expectations of both our citizens and employees. This strategy encompasses the following:

- Continued investment in technologies and staff that will enhance the city’s future growth and progress.
- Centralized management of the IT communications infrastructure and enterprise systems, including continuation and/or expansion of replacement funding programs.
- Continued utilization of flexible employment options to meet the technical support needs of the city.
- Ensure flexible user and technical training systems are available that promote productivity, expanded system usage, and knowledge of the city's business applications.
- Continued leverage of existing technologies to gain efficiencies, including improved access to information.
- Increase information exchanges with the public by continually enhancing the city’s website.
- Continue to develop, support and deploy mobile technology and expand self-service capabilities.
- Continue to build on our culture of integrity and make changes as necessary to align with an enhanced user experience.
The following are the individual goals, objectives and metrics that were developed during the October 2016 to March 2017 Strategic Planning sessions. Input was provided by the various department Directors and Managers as well as visionary input from the Mayor, Deputy Mayor and several department Administrators.

**3.2 Goal: IMPROVE THE DISSEMINATION & SHARING OF INFORMATION TO THE PUBLIC.**

**Goal Description:** Increase the number of ways and methods that City of St. Petersburg information is transmitted and received to the citizens of St. Petersburg.

**Goal alignment to city strategic pathway:** Innovation / Impactful Service / Community Engagement

**Goal type:** Medium Investment (< 2yrs and less than $750,000)

**Target goal completion date:** Q4 / 2018

**Goal dependencies and/or risks:** Financial allocations

**Action required to achieve goal:**

- Improve existing public website to make searching for phone numbers, department information, utility payments easier to locate.
- Add automated form capabilities to allow citizens and business partners to download and fill out required forms prior to arriving at city facilities. This will speed up customer service times.
- Add GIS mapping information to include transportation and police data.
- Improve SeeClickFix application to make it match the Stpete.org website in content and functionality so that the mobile version of SeeClickFix is an extension of the website.
- Investigate and report on the ability to offer live on-line customer service help via the website and SeeClickFix application.

**Effective measures/methods that will be used to assess outcomes and goal attainment:**
- Measure customer service call volume and visitor rates
- Citizen feedback surveys.

**Assessment schedule to assess goal:**

Initial monthly review for first 12 months and then periodic quarterly review

**Person/group responsible (Goal Ownership):**

- City Administrator (Ensure funding is available to achieve goal)
- CIO (Development and deployment of technology)
- Director Marketing

**Performance outcomes for goal:**

- Guests will be able to navigate either the StPete.org website or the modified SeeClickFix application to quickly obtain the information they need when they need it.
- Customer Service wait times while visiting city locations should decrease because of the citizen’s ability to obtain and fill out forms in advance. By offering online customer service a citizen would be able to quickly obtain basic help information without the need to call or come into a city facility.

**Internal resources required:**

- Department of Technology
- Marketing
- Billing & Collections
- Leisure Services
- Neighborhood Affairs

**External resources required:**

3rd Party support for SeeClickFix

**Funding requirements (Budgetary):**

TBD


Annual Assessment Report

Annual progress assessment of performance outcomes:

Follow-up plan to make changes because of assessment findings:

3.3 Goal: IMPROVE COMMUNICATION BETWEEN DEPARTMENTS

Goal Description: Improve the existing system to system communications to limit the amount of double or triple data entry that currently exists. Additionally, expand the ways in which different departments can share information in real-time.

Goal alignment to city strategic pathway: Innovation / Impactful Service

Goal type: Medium Investment (< 2yrs and less than $750,000)

Target goal completion date: Q1/ FY 2019

Goal dependencies and/or risks: Financial allocations, existing system capabilities

Action required to achieve goal:

- Create a SharePoint Community or Microsoft "Yammer-Like" system so that employees can ask questions or notify other employees of events, challenges or issues and receive feedback and information from other departments who have solved a similar issue.

- Create or Purchase an application that will centralize different department data into a single view or screen. For example: Typing in a citizen address or name should display code violations, GIS map info, work orders, police events. This would allow an employee to better assist our citizens and allow different departments visibility into information they cannot view today.

- Application needs to be available 24/7.

- Integrate or share information between NaviLine, SeeClickFix and GIS.

Effective measures/methods that will be used to assess outcomes and goal attainment:

- Measure customer service call volume and visitor rates.

- Citizen feedback surveys.

- Employee satisfaction surveys.
Assessment schedule to assess goal:

- Monthly updates as system builds occur
- Semi-Annual reviews if new features and functionality need to be incorporated into the applications or features that no longer are a benefit need to be removed.

Person/group responsible (Goal Ownership):

- City Administrator (Ensure funding is available to achieve goal)
- CIO (Development and deployment of technology)
- Department Directors (Change in procedure notifications)

Performance outcomes for goal:

- Employees in different departments will increase productivity by having information when they need it and where they need it.
- Citizen satisfaction scores increase because of improved employee engagement with the citizens.
- Employee productivity is increased by the reduction of manual or duplicate task processing.

Internal resources required:

- Department of Technology
- Department Subject Matter Expert (SME) assigned from each department to provide input and feedback.

External resources required:

3rd Party application developer

Funding requirements (Budgetary):

TBD

Annual Assessment Report

Annual progress assessment of performance outcomes:

Follow-up plan to make changes because of assessment findings:
3.4 Goal: ALIGN TIMEKEEPING AND PAYROLL SYSTEMS CITYWIDE

Goal Description: The city currently has many timekeeping systems in use at various departments that have been added based on department specific needs in addition to the Kronos timekeeping system. Kronos ultimately is the city's timekeeping system that interfaces with Oracle Payroll to process payroll bi-weekly (and pensions monthly). Kronos time clocks in the city currently need to be replaced and are hard to find for our version. While it is difficult to find one timekeeping system that would meet all the needs of the departments, such as specific needs by our Public Safety, research should be conducted to see options for timekeeping systems utilized by other large governmental units with the same complexity as our City. Moving to a timekeeping system that is already developed specifically for local governments can (1) help by providing the latest in workforce management technology, comp time tracking, up to the minute reporting, mobile solutions and scheduling for Public Safety (with all the complexities such as quad week overtime configurations and Kelly days paid leave tracking); (2) reduce costs from multiple vendors and need for internal development or customization support; and (3) create efficiencies in centralizing data for analysis.

Goal alignment to city strategic pathway: Stewardship & Fiscal Responsibility / Other

Goal type: Medium Investment (< 2yrs and less than $750,000)

Target goal completion date: FY2018/2019

Goal dependencies and/or risks:

Financial resources, RFP process for best product for citywide, staff resource availability

Action required to achieve goal:

- RFP with consultant for a timekeeping system to meet the city's business needs
- Full implementation of the new timekeeping system across departments
- Training provided on timekeeping system (how to approve time, how to run exception reports, etc.)
- Complete integration steps from product to Oracle
- GPS enabled is preferred to allow an employee the ability to go to a job site and clock-in or out and have the system validate the employee is where they are supposed to be.
Effective measures/methods that will be used to assess outcomes and goal attainment:

- Financial savings from reduction in timekeeping systems fees and maintenance
- Financial savings from less consultants or IT resources needed to support a timekeeping system (available for other projects/areas)
- Greater use of reports from timekeeping system consensus on procedures to approve time for payroll processing

Assessment schedule to assess goal:

- Monthly updates as system builds occur
- Semi-annual reviews if new features and functionality need to be incorporated

Person/group responsible (Goal Ownership):

- City Administrator (Ensure funding is available to achieve goal)
- CIO (Development and deployment of technology)
- Finance department (processes payroll)
- Human Resources Department
- City/Department Management - to provide input on what they need from a timekeeping system

Performance outcomes for goal:

- City timekeeping system(s) is accessible by employees and meets the complex standards of the City with minimal product customization.
- City timekeeping system creates efficiencies in reviewing labor costs, trends and up to the minute reports (which is not currently available).

Internal resources required:

- Department of Technology
- Finance department staff
- Department management input/ testing
- Human Resources Department
External resources required:

- Possibly need third-party consultant for RFP
- Possibly need third-party IT consultant for implementation
- Utilize a third-party administrator to process payroll

Funding requirements (Budgetary):
TBD

Annual Assessment Report

Annual progress assessment of performance outcomes:

Follow-up plan to make changes because of assessment findings:

3.5 Goal: CENTRALIZE DOCUMENT MANAGEMENT

Goal Description: The city currently has a few document management storage tools in place but requires a tool with greater workflow capabilities that would allow certain documents (possibly marked by keywords) to pass through to different departments that may need to be made aware of the document. Questys is deemed to be acceptable as a data warehouse management solution but not necessarily a document workflow tool that meets every department’s needs.

Goal alignment to city strategic pathway: Stewardship & Fiscal Responsibility

Goal type: Quick Hit (< 6 months or $250,000)

Target goal completion date: FY2018

Goal dependencies and/or risks:

Financial resources, RFP process for best product for citywide, staff resource availability

Action required to achieve goal:

- Integrate with a contract management solution
- Potential to integrate with Oracle Financial
- Need to ensure all government record retention policies are followed
• Must meet Florida Record Quality requirements
• Ensure solution will drive GREEN initiatives in paper reduction
• Capability to interface with GIS where relevant, to be otherwise geotagged or georeferenced so that an employee has the capability to clock in or out at a job location

Effective measures/methods that will be used to assess outcomes and goal attainment:
• Financial savings from one document management system fees and maintenance
• Financial savings from less consultants or IT resources needed to support multiple document storage systems
• Greater consistency in document storage and retrieval
• Ability to complete business intelligence reporting on contents in documents

Assessment schedule to assess goal:
• Monthly updates as system builds occur
• Semi-annual reviews if new features and functionality need to be incorporated

Person/group responsible (Goal Ownership):
• City Administrator (Ensure funding is available to achieve goal)
• CIO (Development and deployment of technology)
• City Clerk
• City/Department Management - to provide input on what they need from a document storage system

Performance outcomes for goal:
• City document management system is accessible by all employees who need access to records in performance of their duties and meets the needs of the various departments record keeping practices.
• Interfaces to the city Oracle system and contract management solution.

Internal resources required:
- Department of Technology
- Finance department staff
- City Clerk Office
- Legal Department
- Department management input/ testing

External resources required:
- Possibly need third party consultant for RFP
- Possibly need third party IT consultant for implementation

Funding requirements (Budgetary):
TBD

**Annual Assessment Report**

Annual progress assessment of performance outcomes:

Follow-up plan to make changes because of assessment findings:

### 3.6 Goal: CREATE A MOBILE APPLICATION FOR EMPLOYEES

**Goal Description:** Employee information is available in Oracle which is currently only available via a desktop or laptop computer. The city should deploy a mobile application to allow an employee to quickly view, update and print personnel related information.

**Goal alignment to city strategic pathway:** Innovation / Impactful Service

**Goal type:** Quick Hit (< 6 months or $250,000)

**Target goal completion date:** FY2018

**Goal dependencies and/or risks:** Financial

**Action required to achieve goal:**
- Create a mobile application that links to the Oracle HR system.
- Ensure application can interoperate with Kronos or other timekeeping system to
provide the employee with the ability to modify or add timesheet information.

- Application should provide benefit information such as medical, dental, eye care, life insurance etc. The application should be able to store and display medical cards for ease of access.
- Application should interface and provide health care provider information such as services offered, location, phone number.
- Application should allow an employee to view their payroll information.
- Application should allow an employee to acknowledge certain HR and other employee forms.
- Application should contain disaster information.
- Application should include key department information such as a main number directory.

Effective measures/methods that will be used to assess outcomes and goal attainment:

- Usage of application
- Employee feedback

Assessment schedule to assess goal:

- Annually via employee survey

Person/group responsible (Goal Ownership):

- City Administrator (Ensure funding is available to achieve goal)
- CIO (Development and deployment of technology)
- Human Resources

Performance outcomes for goal:

- Employee productivity is increased by quickly having the ability to update payroll, timesheets and search for health care information as needed.
- Interfaces to the city Oracle system.

Internal resources required:
Department of Technology

Human Resources

External resources required:

- 3rd Party Development

Funding requirements (Budgetary):

TBD

Annual Assessment Report

Annual progress assessment of performance outcomes:

Follow-up plan to make changes because of assessment findings:

3.7 Goal: DEPLOY A ROBUST PROJECT MANAGEMENT SOLUTION

Goal Description: Currently project management is left to each individual department to handle as they need. A citywide project management solution should be installed to allow for greater sharing of project information to internal and external sources as well as foster easier collaboration during project phases.

Goal alignment to city strategic pathway: Innovation

Goal type: Medium Investment (< 2yrs and less than $750,000)

Target goal completion date: Q4/FY2017

Goal dependencies and/or risks: Financial availability

Action required to achieve goal:

- Project Management software should be able to integrate into Oracle Financial and Work Order Management solution.
- Solution should provide resource, timeline and financial reports, GANTT charts, milestone reports and executive level project summaries on an ad-hoc basis.
- Solution should be able to store project related documentation including video and audio files
- Solution should be accessible remotely.
- Deploy either an on-site solution or cloud/hosted solution.

- Application should include a department main number directory.

**Effective measures/methods that will be used to assess outcomes and goal attainment:**

- Usage of application

- Projects will be on-time, on-budget because of having the right software to track information.

**Assessment schedule to assess goal:**

- Quarterly

**Person/group responsible (Goal Ownership):**

- City Administrator (Ensure funding is available to achieve goal)

- CIO (Development and deployment of technology)

- Department Directors (Ensure software is utilized by department personnel)

**Performance outcomes for goal:**

- Projects will be delivered with greater accuracy

- Project information is readily accessible

- Interfaces to the city Oracle system

**Internal resources required:**

- Department of Technology

- Department personnel

**External resources required:**

- Possible 3rd Party Development

**Funding requirements (Budgetary):**

TBD

**Annual Assessment Report**
Annual progress assessment of performance outcomes:

Follow-up plan to make changes because of assessment findings:

### 3.8 Goal: DEPLOY A STANDARD CONFERENCE ROOM CONFIGURATION

**Goal Description:** Currently conference rooms throughout the city have different technology configurations and inadequate collaboration tools. This decreases productivity by causing departments to use time during the day to travel from one location to another and prohibits collaboration in real-time if remote. The city should take a number of conference rooms throughout the city and standardize the room technology to improve efficiency.

**Goal alignment to city strategic pathway:** Innovation / Impactful Service

**Goal type:** Quick Hit (< 6 months or $250,000)

**Target goal completion date:** Q1/FY2018

**Goal dependencies and/or risks:** Financial availability

**Action required to achieve goal:**

- Deploy a Zoom Room configuration in selected city conference rooms
- Room will have dual 55” to 65” TV Monitors (one for viewing video and the other for presentations)
- Rooms will have an integrated conference phone
- Rooms will have an integrated HD camera
- Conference solution to be controllable via an IPad
- Video conference support for greater than 25 simultaneous locations
- Remote conference attendance via mobile device (Phone, Tablet or PC) is required

**Effective measures/methods that will be used to assess outcomes and goal attainment:**

- Departments increase their knowledge sharing and collaboration.
Productivity is increased by not having to travel from location to location to attend a meeting.

**Assessment schedule to assess goal:**
- Quarterly

**Person/group responsible (Goal Ownership):**
- City Administrator (Ensure funding is available to achieve goal)
- CIO (Development and deployment of technology)
- Department Directors (Ensure conference rooms are utilized by department personnel)

**Performance outcomes for goal:**
- Departments increase their knowledge sharing and collaboration.
- Productivity is increased by not having to travel from location to location to attend meeting.

**Internal resources required:**
- Department of Technology
- Department personnel
- Facilities

**External resources required:**
- None

**Funding requirements (Budgetary):**
TBD

**Annual Assessment Report**

**Annual progress assessment of performance outcomes:**

**Follow-up plan to make changes because of assessment findings:**
In Summary

The Department of Technology Services would like to thank the IT Strategic Plan Committee for their participation, input and leadership during the planning process. As documented in this plan, the future of both the City of St. Petersburg and the Department of Technology is bright, exciting and not without challenges. The future success of the city will be greatly dependent upon the ability of the Department of Technology Services to deliver sound, financially prudent, innovative solutions.

Department of Technology Management Team
Appendix A.

Assessment of cumulative progress in meeting goals in the 2011 - 2016 strategic plan:

E-Mail and Calendaring System  Completed:  2015

The City’s Novell GroupWise enterprise system for e-mail and calendaring lacks effective archiving capabilities. Responding to public records requests for e-mails relating to a specific topic or individual has proven to be costly in staff time and requires significant effort. GroupWise archiving products evaluated do not meet the City’s needs, and products integrating with GroupWise to address this issue are almost non-existent in 2008. Compliance with recent legislation relating to eDiscovery will be difficult and hard to manage for the City with its current system.

Strategic Objective:

Many archiving products are available that work effectively with e-mail and the calendaring systems. While the cost of converting from GroupWise to a different e-mail and calendaring system could be substantial, a conversion away from GroupWise is operationally necessary to best position the City to comply with statutory requirements, as well as to leverage and interface with other key operating systems and programs. There are several solutions on the market that should be evaluated. Migration to a new system will require establishment of a user and technical training program.

Move City employees from Novell GroupWise to Office365 to improve public record request efficiency and ensure compliance with legislation requirements relating to eDiscovery

Data Consistency  In-Progress

Many of the City's systems have master databases. There are no defined standards for common data elements that reside in multiple databases citywide. The City should adopt a standard format for data such as names, addresses, telephone numbers, etc., in City systems that facilitate easy cross-referencing and merging of data from different sources.

Strategic Objective:

The current lack of citywide standards for common data elements makes it time-consuming and costly to extract and combine data from various systems. A common citywide format is achievable with the adoption of standards, data cleanup, monitoring, and enforcement.

Define standards for common data elements that reside in multiple databases throughout the city. Ensure a standard format for data such as names, addresses, telephone numbers, etc., to facilitate ease cross-referencing and merging of data from different sources.
Document Management  In-Progress

The City has many paper records that are stored in a central warehouse and throughout the City. Some of these aging documents and photographs are in danger of being lost because of deterioration. Florida Statutes govern the technologies and retention periods that may be used for permanent document storage.

Strategic Objective:
Managing these documents and photographs would reduce the risk of loss due to deterioration and reduce the cost of responding to public records requests. It is important that historic documents and photographs that have value to the City are stored in an electronic format using proven technology to ensure that they will be available when needed. Document management will continue to drive technology costs to meet added storage requirements and compliance with Florida Statutes.

The City implemented both Questys document imaging system and Office365 SharePoint content management functions to bring full electronic document management functionality to City employee business users.

Desktop Software  Completed: 2012

Several years ago, the City adopted the Microsoft Office suite for office productivity software. Prior to this, the City was using the WordPerfect suite of products. To minimize the switching costs from WordPerfect to Microsoft Office, the City supplemented Microsoft Office with the Open Office suite of open source software. Open Office is comparable to Microsoft Office, in that word processing, spreadsheet, and presentation documents can be saved in a format that is compatible with Microsoft Office; however, some departments continue to have formatting issues.

Strategic Objective:

The City has many documents that are published in the WordPerfect format and many users have both WordPerfect and Microsoft Office or Open Office installed on their desktops. The availability of WordPerfect on desktops has slowed the movement away from WordPerfect to the Microsoft Office format. To achieve internal and external operational efficiency, the City migrated documents to Office 365 suite of programs.

GIS Services  Completed: 2011

The City’s Geographical Information System (GIS) resides on an Oracle Spatial database. City departments use a common base map and create business specific layers with detailed attributes that can be used through a viewer of their choice. Development Services is responsible for assigning addresses and notifying the County of address changes/corrections. The Engineering Department is responsible for providing GIS information to City Departments.
and citizens. DoTS is responsible for maintenance of the data, all associated applications, and coordination of GIS activities among the various business units. Pinellas County provides a monthly parcel file which is uploaded by DoTS.

**Strategic Objective:**

Several departments are using the address feature differently, based on their specific business needs. Sometimes the monthly parcel file received from the County does not include the latest address additions made by the Planning and Economic Development Department.

As the Water Resources Department makes changes to the Water, Reclaimed Water and Sewer Collection System infrastructure they enter the data directly into the appropriate GIS layer. Engineering reviews and commits the data to a status of “Current”. Sometimes there is a delay in committing the data to a status of “Current”. There appears to be some duplication of effort in departments that are adding attributes to GIS layers.

The City created a GIS User Group that coordinates the common GIS issues and develop standards to be applied to all GIS layers.

**System Inventory** \[Completed: 2013\]

The City has many computing capabilities but lacks a comprehensive inventory of the functionality available in these resources. A centralized inventory of system functionality would benefit departments seeking more efficient ways to process their work.

**Strategic Objective:**

An inventory of system functionality should be created. This will reduce purchasing functionality that already exists within the City. The challenge will be gathering this information and keeping it current when systems are added, upgraded, or replaced.

Until recently when Oracle Work Asset Management (WAM) system was selected and installed, inventory management was a single application within each department.

**Consolidation and Outsourcing** \[Completed: 2014\]

The City started a server virtualization project in 2008. This deployment provides the opportunity to reduce capital outlay for hardware, maintenance, and the amount of energy and floor space utilized. Desktop virtualization technology is also available and under evaluation.

In areas where specialized skill sets are required; e.g., database administrators, consideration will be given to cross-training, staff coverage, cost, and convenience when determining where in the organization to place technical resources.
Strategic Objective:

Many departments use similar technologies. It may be possible for the City to reduce costs by bundling requests for services such as server maintenance citywide to obtain quantity discounts.

The City also may be able to realize savings on user licenses by bundling and paying for the renewals as an enterprise. Outsourcing may provide opportunities to provide better service or reduce costs in certain areas of technology support.

In January 2013, the City implemented processes that ensure consolidation of hardware, support and services when feasible and will outsource when proven to be cost effective.

Duplicate Enterprise Systems In-Progress

There are some areas where citywide systems are duplicated such as time and attendance. The City should consolidate duplicated systems. Business needs can still be met and costs can be decreased.

Strategic Objective:

When a department identifies an unmet business need, it will coordinate with the DoTS to determine if systems are currently owned that can meet its needs.

Information Security In-Progress

Protection of data and information assets will ensure their continued usefulness. Protections from external and internal attacks are critical in today’s Internet-based environment.

Strategic Objective:

The threat environment constantly changes. Security systems are complex and diverse, and a centrally managed information security framework provides the footprint for an IT environment promoting data availability, integrity, and security.

In August 2012 the City implemented an Information Security Risk Management program and expanded the Security Awareness Program.
Appendix B.