

# FLC Assessment & IT Strategy and Work Plan Commission Update



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V3.3

# Introduction FLC Assessment

Florida League of Cities (FLC) consultants delivered report to Commission in 4<sup>th</sup> Quarter 2009:

- Outsourcing IT and its implications on the City
- Report confirmed need, and commission approved, to hire executive to manage the planning/implementation process



# FLC Assessment

- ▶ 2009 assessment performed on the City's ITS infrastructure and systems.
- ▶ A highly experienced team from the FLC performed the assessment
- ▶ November 2009: findings presented to Commission. Some areas discussed in the findings were:
  - ✓ Staffing
  - ✓ Outsourcing
  - ✓ Complexity
  - ✓ Infrastructure Management
  - ✓ Information Security



# Florida League of Cities ITS Outsourcing Assessment: Findings

## ▪ IT Staffing

- ✓ IT Department is improperly and understaffed.
- ✓ IT staffing levels are the LOWEST of their benchmarking group in the ratios of ITS to City buildings, computers, and employees
- ✓ The reduced current staffing levels push those ratios even lower.

## ▪ Outsourcing

- ✓ City can improve services by strategically outsourcing aspects of information technology and potentially save money
- ✓ Either by learning the business of outsourcing or hire the expertise to manage outsourcing efforts (BPI 2011-12).



# Florida League of Cities ITS Outsourcing Assessment: Findings (continued)

- Complexity:
  - ✓ 60 different applications are being used to manage City's operation
  - ✓ 40 vendors are involved in the support of the IT systems and infrastructure
  - ✓ Computing environment is too complex for limited staff.
  - ✓ Number of applications and vendors need to be reduced significantly
- Infrastructure Management
  - ✓ City needs to correct the infrastructure deficiencies
  - ✓ Choose to hire skilled and certified technologists or contract for service with a vendor to support all aspects of the server environment
  - ✓ Disaster Recovery



# Florida League of Cities ITS Outsourcing Assessment: Findings (continued)

- Information Security:

- ✓ Concerns with a variety of infrastructure areas, whose cumulative effect can lead to long term problems
  - ✓ Server Patch Management
  - ✓ Vendor Server Access
  - ✓ Potentially harmful tools



# Introduction In-House Analysis

This is an update for the Commission with the results from  
The in-house analysis completed in November 2010

- Validate FLC Assessments
- Evaluate alternatives and answer pending question regarding outsourcing

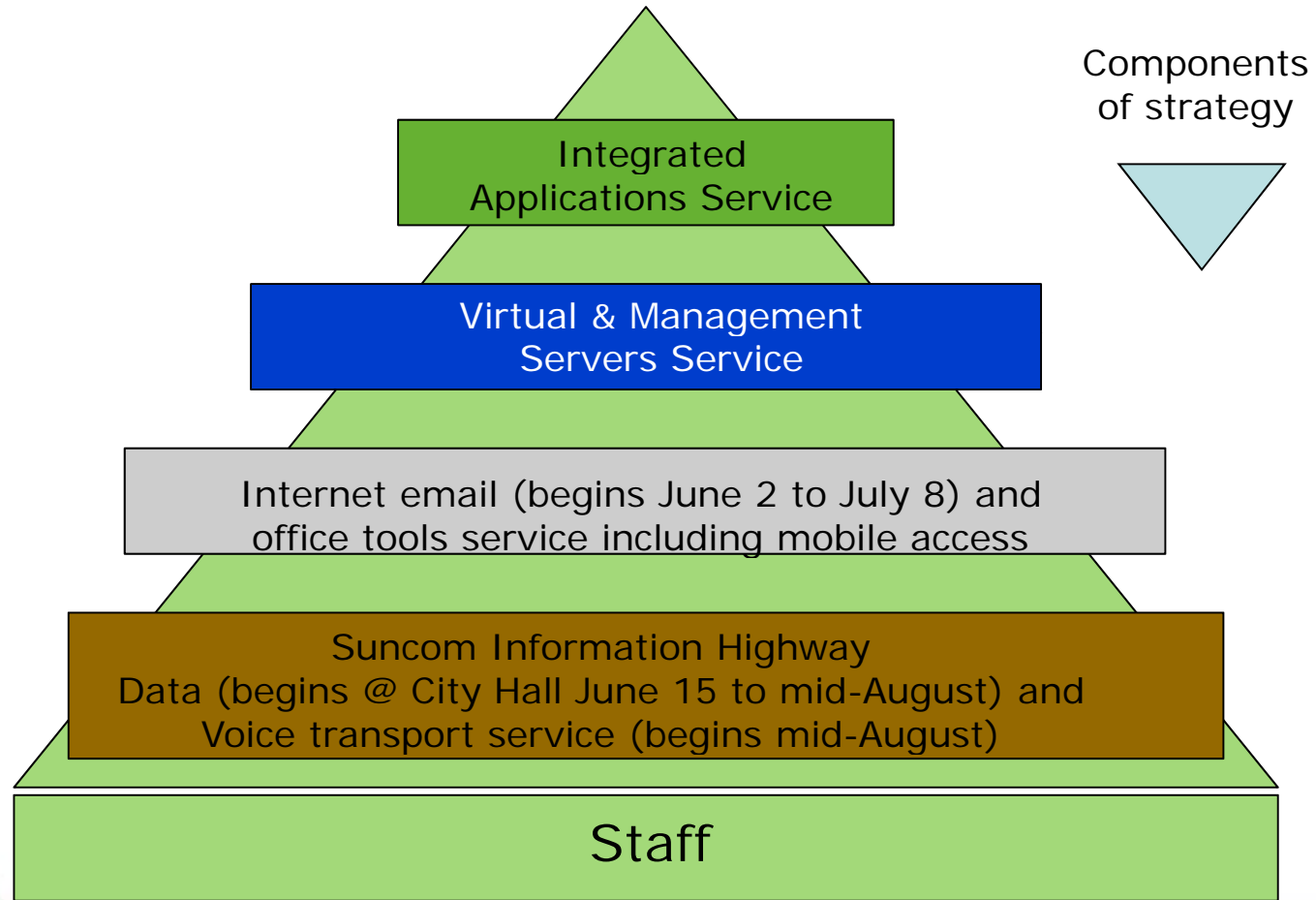


# What are the issues?

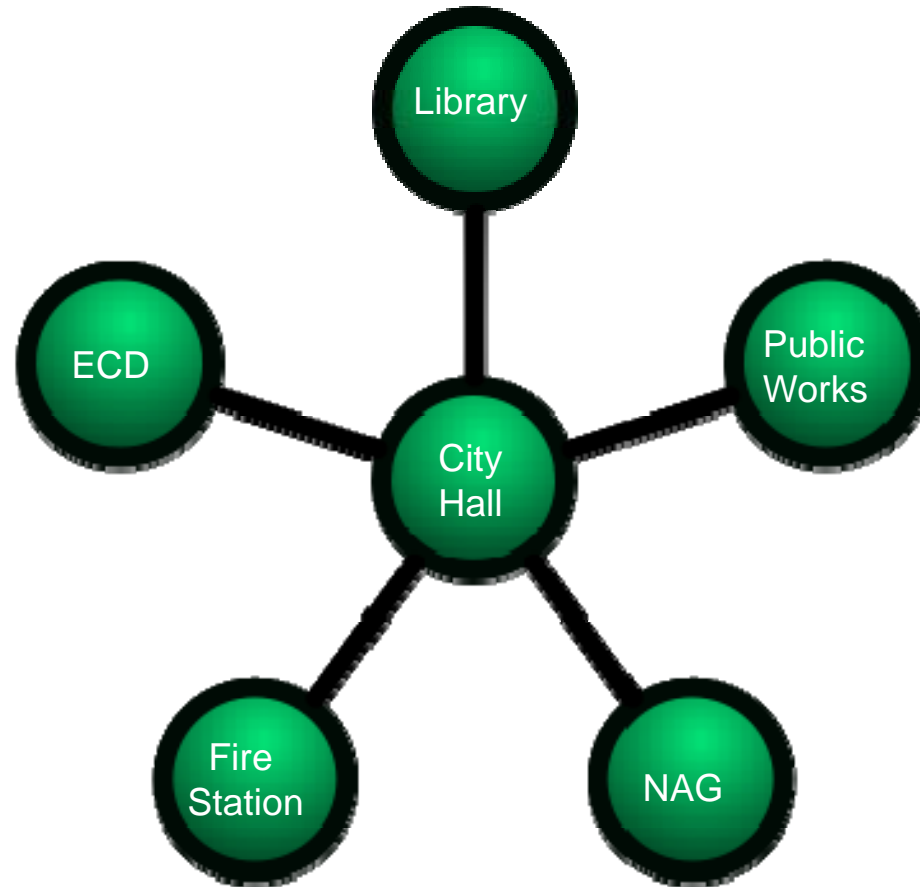
1. Too many vendors, potential duplication of vendor services and disjointed technologies
2. IT department improperly and under staffed -- lacks Subject Matter Expertise in required IT disciplines
3. Obsolete and outdated systems
4. Departments unsatisfied with service levels
5. Need to continually buy hardware and software
6. City Hall is a **single point of failure** for all data and voice infrastructure for all the City's operations



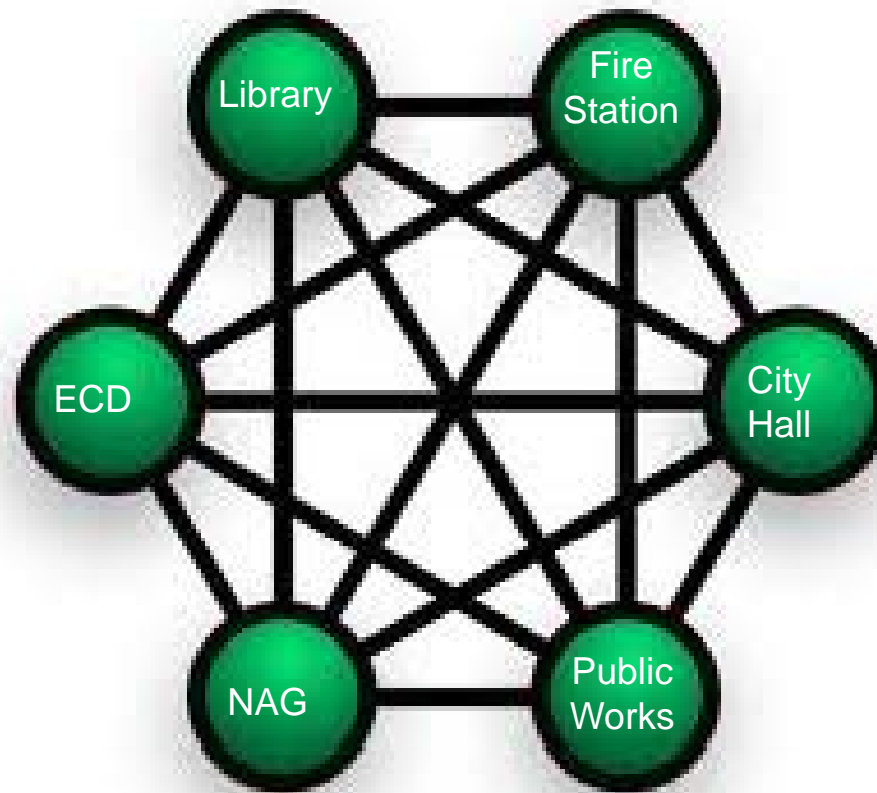
# Service Strategy Recommendation



# Current Data/Voice Network



# Recommended Data/Voice Network Service

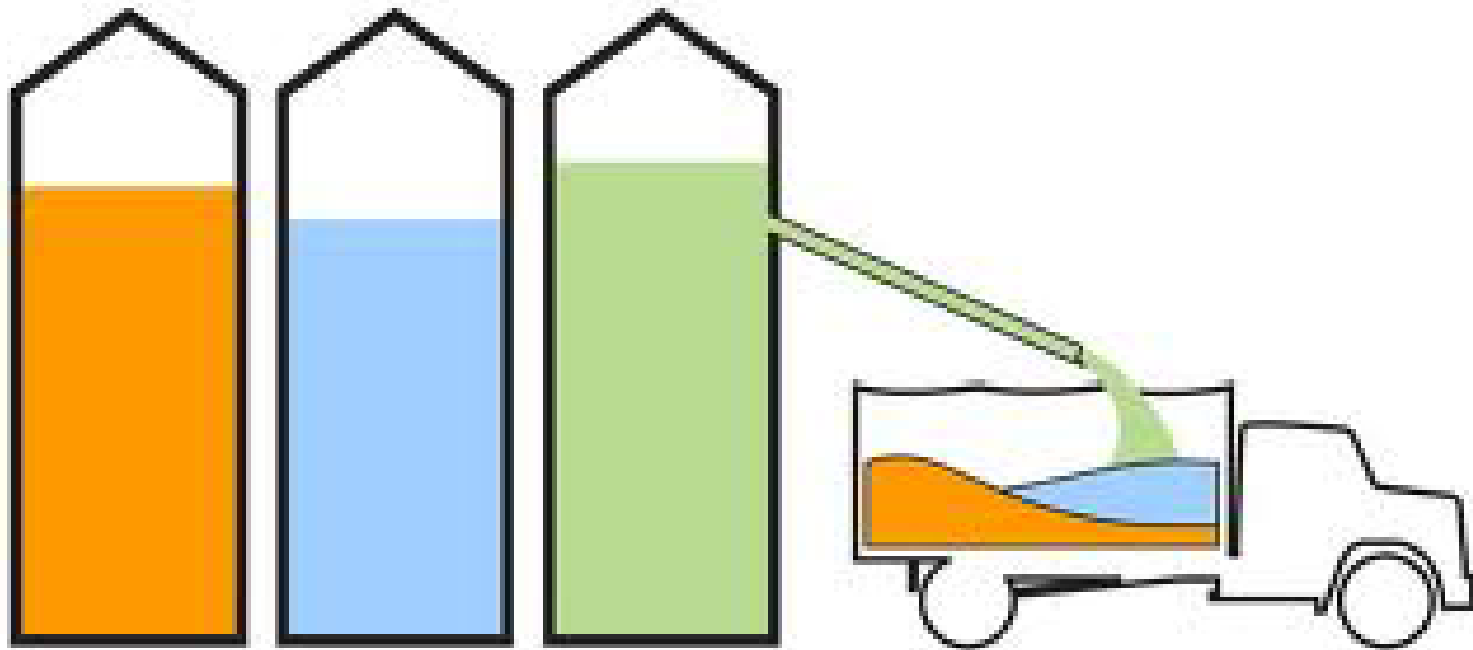


# Current Information Management

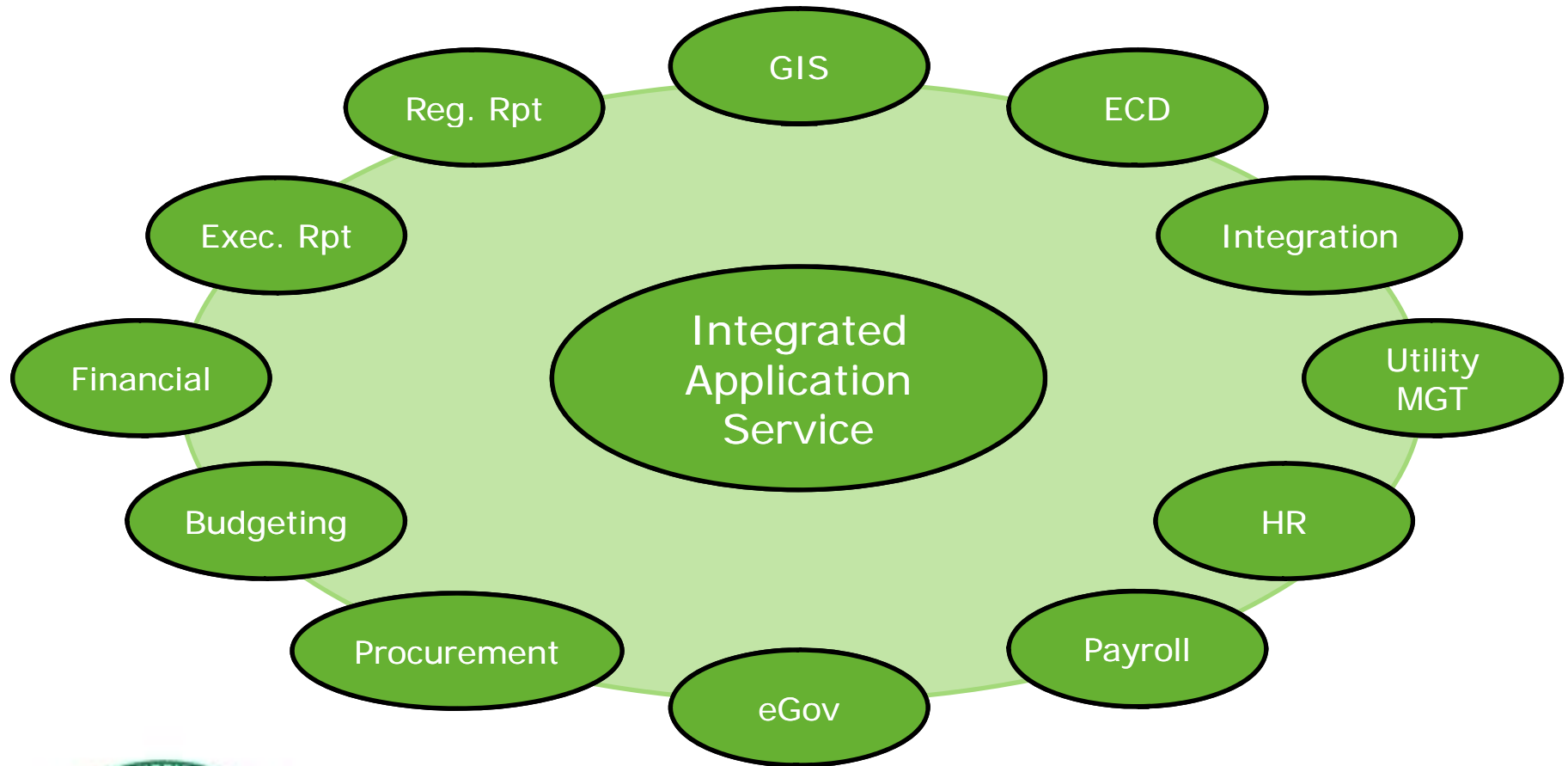
Finance,  
Utility,  
and HR

Licenses,  
Permits, and  
Code  
Enforcement

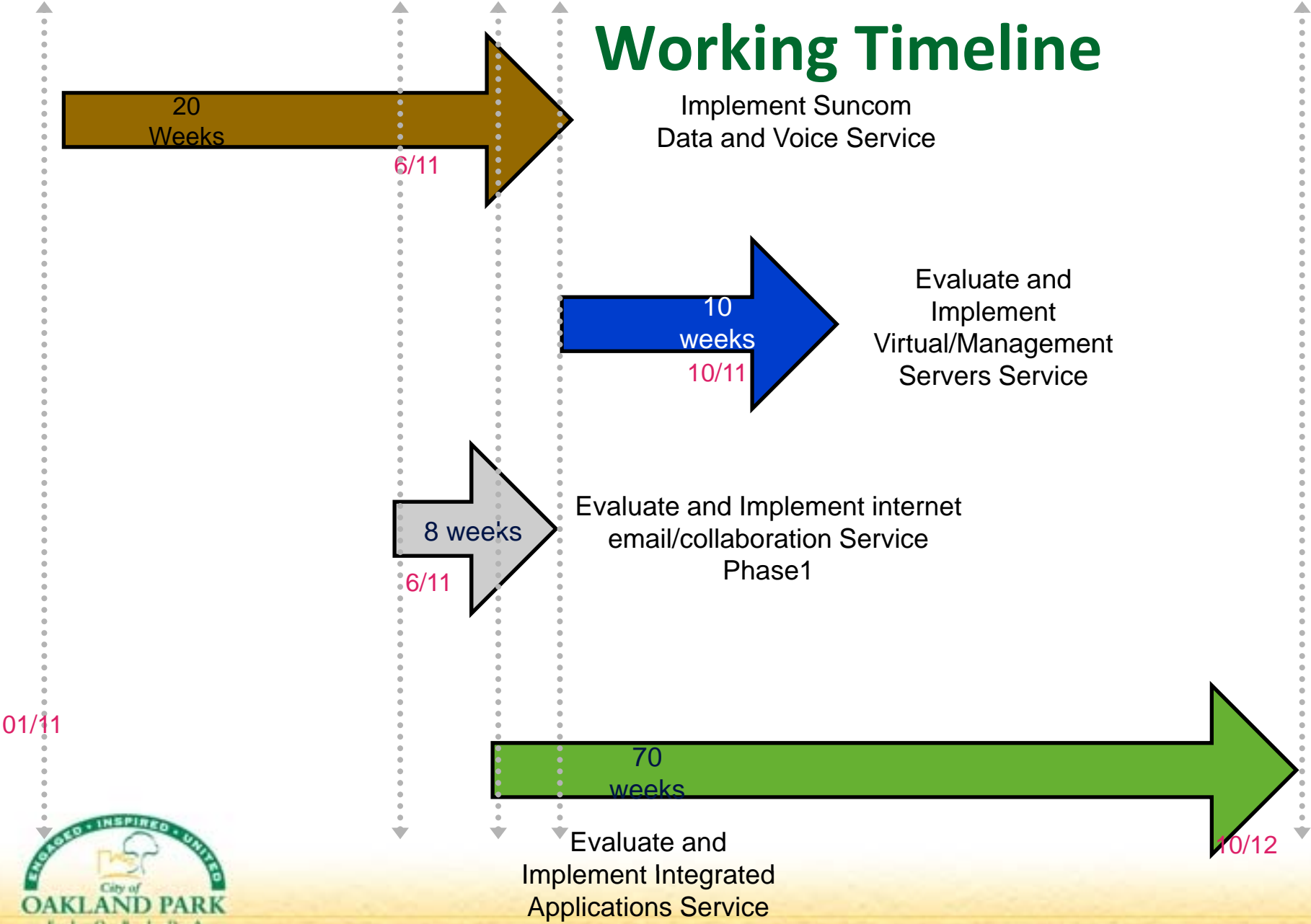
HR, GIS,  
Budgeting



# Integrated Information Management



# Working Timeline



# Recommendation

- City to adopt a strategy to buy **enterprise wide bundled IT and integrated services** from specialized organizations instead of buying, and integrating, hardware, software and support:
  - ▶ Simplify by reducing number of vendors
  - ▶ Reduce need to expand staff
  - ▶ Eliminate need to continually buy hardware and software
  - ▶ Improve ability to deliver services to residents and businesses
  - ▶ Enable City to better manage costs -- expand or shrink services without major disruption
  - ▶ Minimize single department IT solutions



# Questions?