

Council Presentation

Cathedral City

Presented by

David Krout, Partner, Management Consulting and Applications

Tom Jakobsen, Partner, IT Infrastructure and Operations

Presenters



David Krout, CPA *(inactive)*,
Managing Partner

- 25 years Applications Procurement Experience
- Worked with over **120 agencies** (process review w/ thousands of dept. users)



Tom Jakobsen
Partner

- 40+ years IT Infrastructure / Operations Consulting
- Oversees more 10+ IT departments for other agencies
- IT Infrastructure, Virtual CIO and IT Strategy Advisory

Agenda

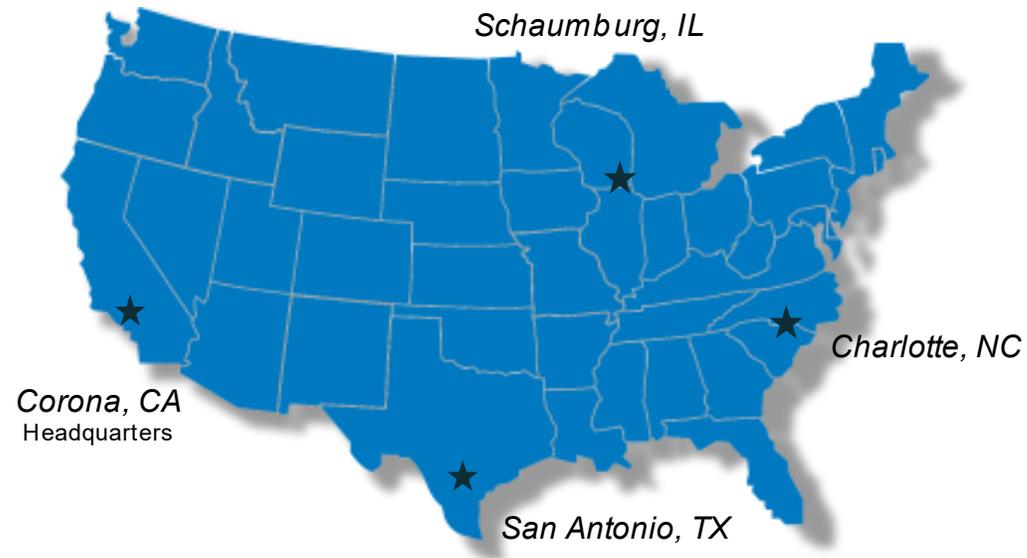
- Introductions
- Technology Plan Objective
- Planning Methodology
- Assessment
- Strategies, Goals and Objectives
- Project Budgets
- Questions



Introductions

Who We Are

National in Scope – Local in Presence



We focus on local government agencies throughout the US:

Municipalities

Counties

Utilities

School Districts

National in Scope – Local in Presence

500+

**US Agencies
Serviced**

3,500+

**Projects
Nationwide**

150+

**Technology
Assessments
and Plans**

California Agencies Served





Technology Strategic Plan Objective

Actionable Roadmap for Improvement

Technology Master Plan Purposes



**Planning makes
expenditures more
efficient**

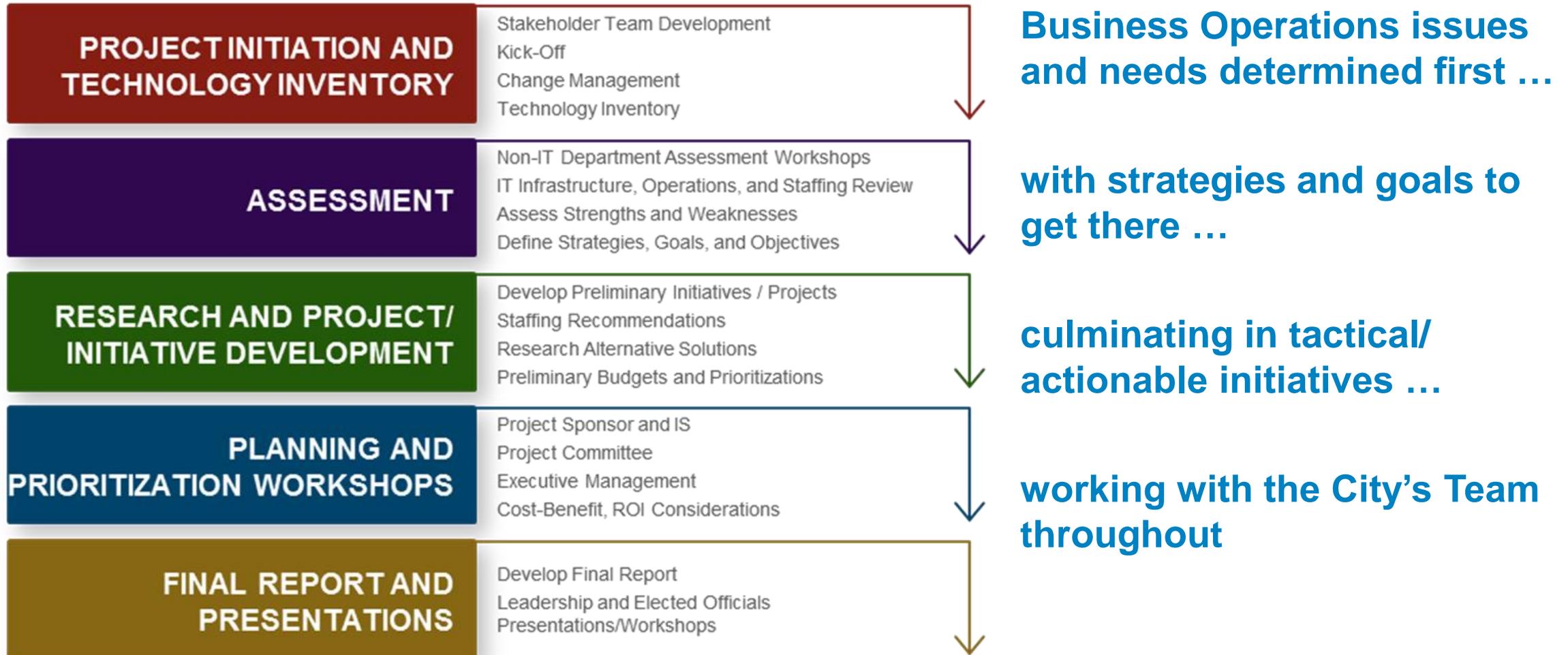
- Align technology with the City's strategies and goals
- Identify and budget for project initiatives to:
 - Improve constituent services
 - Increase department operational efficiency
 - Reduce risk
 - Improve cybersecurity posture
 - Align IT staffing to meet City goals
 - Provide actionable multi-year roadmap
 - Includes priorities, budget estimates, and timelines



Methodology

The Process and Approach to Developing the Plan

Phased Approach





Assessment

The Current Environment

Assessment Strengths

- Dedicated, hard-working staff
- Good IT Infrastructure & cybersecurity posture
- Move to Microsoft 365 cloud strategically sound

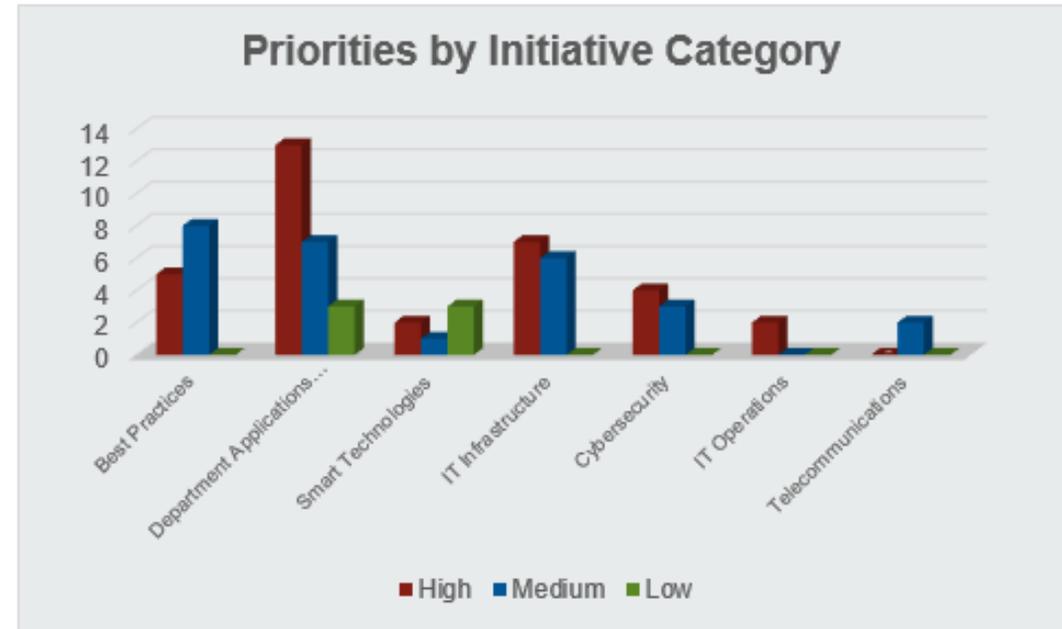
Assessment Areas for Improvement - IT

- Develop technology governance
 - Methodology to prioritize new projects/plan changes
- Work to formalize methodologies through policies and procedures
 - Review methodologies to automate manual internal tasks.
- Expand disaster restoration capabilities
- Incident response and disaster recovery planning high priority
- Public Safety Video and facilities security improvements underway
 - Public Safety video improvements are multi-year

Assessment – Business Applications

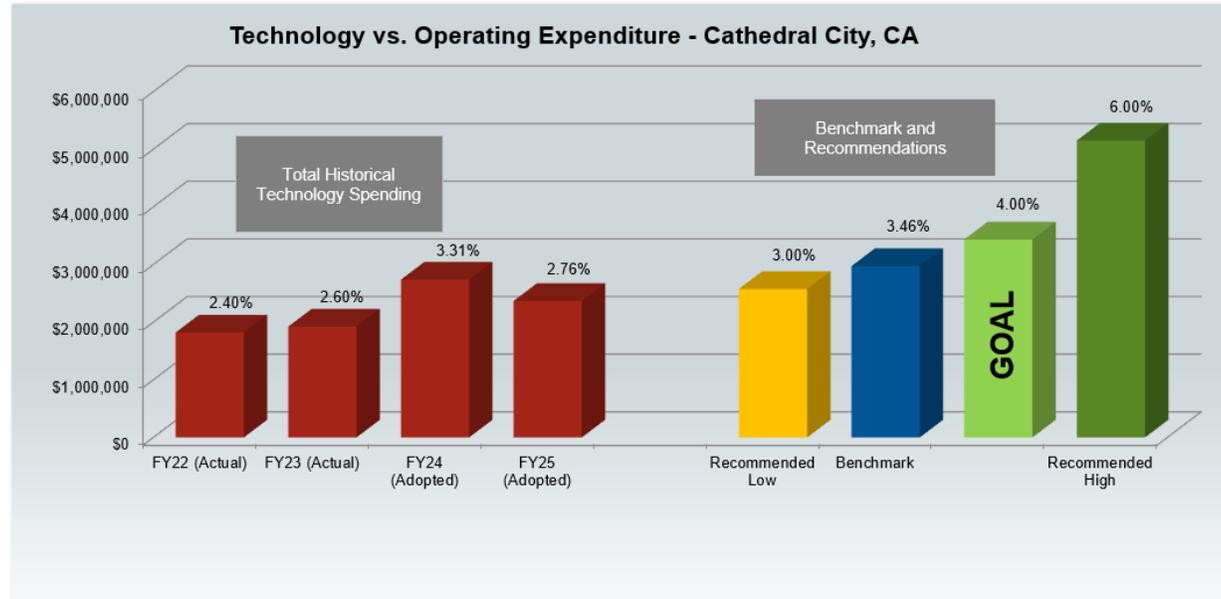
- High demand for departmental application system improvements
- 38 application related initiatives in the Plan
- Improve reporting and workflow automation in application systems
- Reduce shadow systems and manual processes
- Major System Improvements include:
 -  Enterprise Resource Planning (ERP) System ongoing improvements
 -  Document Management system improvements and training necessary
 -  Enterprise Asset Management improvements and training necessary
 -  Land Management (Permits) improvements and training necessary

Assessment – Business Applications



- Focus on training to streamline operations
- Use software assessments and process reviews to identify system improvement needs
- Follow best practices for system assessments and procurement
- Follow Applications Management and Support Best Practices

Assessment – IT Spending



- IT Spending as a percent of City operating expenditures has improved
 - Continues to be below benchmark and industry standards
- Technology deficit remains for departmental applications and IT operations
- Significant infrastructure “refresh” projects in near future



Strategies, Goals, and Objectives

The Big Picture

Technology Strategies

- Implement a Technology Governance model
- Expand staff technology training opportunities
 - Start with Office 365 – utilize the governance model to prioritize major application systems training
- Continue cybersecurity and disaster recovery improvements
- Expand IT operational toolset
 - Create IT policies and procedures
 - Focus on automation where possible

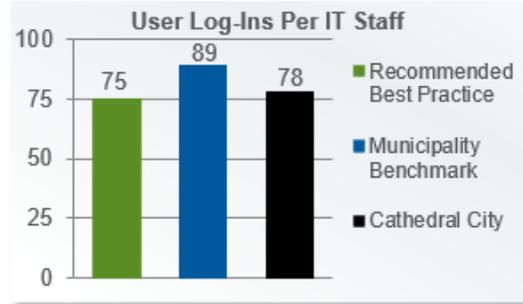


Department/Application Strategies

- Improve application utilization
 - Gain departmental operational efficiencies
 - Improve constituent services
- Ensure Ongoing training and application optimization
- Continuous process improvement through Assessment, Process Review, Software Selection, and Implementation Best Practices



IT Staffing Needs



- Staffing is slightly below benchmarks
- Significant demand for application improvements
- Needed:
 - Improved desktop support services
 - Business application analysis skills
 - Cybersecurity focal point
- Recommend a cautious approach to staffing
 - Utilize contract subject matter experts in the near term
 - Consider:
 - Additional IT Support Technician
 - Additional Cybersecurity Analyst



Budgets

Budget – Technology Master Plan

Initiative No.	Technology Initiatives	Comments	Priority	Budget Range		Funding Source(s)	FY 2023–2024	FY 2024–2025	FY 2025–2026	FY 2026–2027	FY 2027–2028	FY 2028–2029
				Low	High							
IT Infrastructure												
44	Computer Equipment Replacement Planning	PC and MDC replacement, UPS Replacement	H	\$900,000	\$1,100,000		\$152,000	\$152,000	\$152,000	\$277,000	\$152,000	\$152,000
45	Firewall Upgrade	Cybersecurity improvements	M	\$50,000	\$75,000				\$65,000			
46	Council Chambers Audiovisual Upgrade	Improvements to council chambers audiovisual technology.	H	\$150,000	\$250,000		\$40,000	\$200,000				
47	Server Upgrades	Upgrade server operating systems and SQL. Last replacement 2021	M	\$400,000	\$550,000				\$55,000	\$450,000		
48	Network Upgrade	Improve network documentation. Increase segmentation. Last replacement 2018.	M	\$400,000	\$550,000				\$525,000			
49	Fiber Optic Master Plan	Work with SiFi to prioritize implementation of fiber connections to City facilities. Need fiber infrastructure master plan.	H	\$0	\$100,000			\$100,000				
50	Public Wireless Network (Wireless Expansion)	Replace Spectrum wireless with City-owned wireless in parks. Dependent on fiber installation.	M	\$100,000	\$200,000				\$50,000		\$50,000	\$50,000
51	Internet Bandwidth	Diversify City internet between City Hall and offsite backup location (future Disaster Recovery facility).	H	\$10,000	\$25,000			\$25,000				
52	Office 365 Software Upgrades	Upgrade to M365 G5, contract for 3rd party training, move shared directories to SharePoint. Investigate InTune for endpoint management.	H	\$500,000	\$600,000		\$99,000	\$500,000	\$500,000	\$525,000	\$525,000	\$525,000
53	Public Safety Vehicle Communications	Dual-simm modems and dual cellular service to improve field communications	H	\$250,000	\$300,000		\$79,200	\$68,700	\$31,200	\$31,200	\$31,200	\$31,200
54	Public Safety Radio System	Police and Fire are moving to Riverside County Public Safety Emergency Communications (PSEC) system.	H	\$750,000	\$1,100,000		\$268,536	\$369,545	\$370,239	\$370,965	\$371,729	\$372,532
55	Public Safety Video	Upgrades existing cameras and increase storage. Implement video at each Park.	M	\$750,000	\$1,000,000			\$50,000	\$645,000	\$320,000		
Cybersecurity												
56	Audit Logs and Log Management	Regularly monitor logs using existing tools.	H	N/A	N/A							

Collaboratively prioritized by Departments

Six-Year budget plan

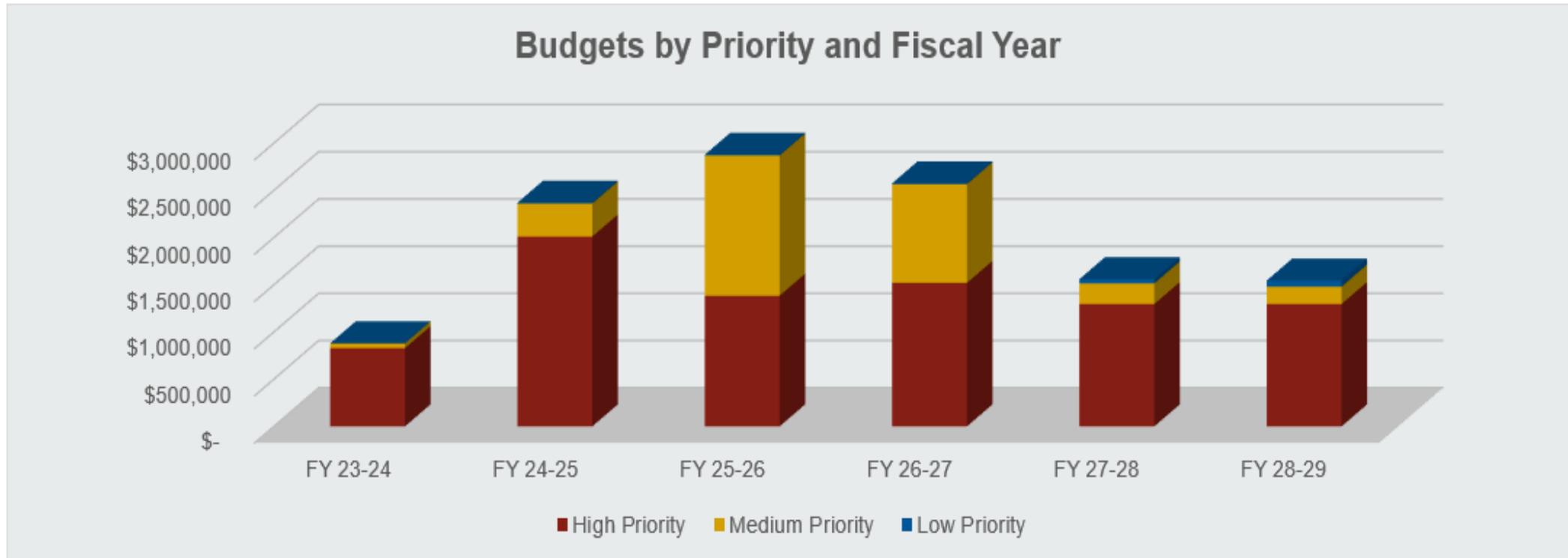
Plan designed to flex with the City's operational demands and resources

Budget – Strategic Technology Plan



74% of recommended project budgets are for IT Infrastructure

Budget – Strategic Technology Plan



50% of projects and 71% of project budgets are prioritized as **high**

Plan Budget Summary



All recommended projects will follow normal budget request and procurement policies

- Technology infrastructure improvements:
 - Continuously increase cybersecurity toolset - reduce risk
 - Add and improve IT operations tools
 - Expand disaster recovery capabilities
 - Replace phone system, data network
 - Expand Public Safety Video and Door Access
- Significant enterprise application system improvements



Questions and Answers

Thank you!
That's a wrap.