



MONROE CITY COUNCIL
Finance & Human Resources
Committee Meeting
Tuesday, August 18, 2020, 5:30 p.m.
Zoom Online Meeting Platform

Committee
Councilmembers
Patsy Cudaback
Jason Gamble
Kirk Scarboro

AGENDA

I. Call to Order

The City Council meeting will be held virtually via Zoom Meeting. Due to the COVID-19 pandemic, and Proclamation 20-28.8 issued by Governor Jay Inslee, in-person attendance is not permitted at this time.

- Join Zoom Meeting:
<https://us02web.zoom.us/j/85898941602?pwd=cyt5N2x1a3oyTGFEkktOUWF1MjVLT009>
- Dial in: (253) 215-8782
- Meeting ID: 858 9894 1602
- Password: 418935

II. Roll Call

III. New Business

- A. IT Assessment (B. Warthan) [page 2]
- B. Mid-Year Performance Review Update (B. Warthan) [page 58]

IV. Next Committee Meeting (September 15, 2020, 5:30 p.m.)

- A. General Fund Six Year Projection

V. Adjournment



SUBJECT:	<i>IT Strategic Plan</i>
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DATE:	DEPT:	CONTACT:	PRESENTER:	ITEM:
8/18/2020	IT	Ben Warthan	Ben Warthan/ SoftResources	New Business #1

Discussion: 8/18/2020
Attachments: 1. IT Strategic Plan
 2. PowerPoint Presentation

REQUESTED ACTION: Discussion Only

DESCRIPTION/BACKGROUND

The City of Monroe hired SoftResources in 2020 to conduct an Information Technology assessment. This assessment included the following:

- Remote Workshops
 - Interviews address topics associated with business processes and their supporting systems
- Technology Assessment
 - Review of current IT environment
 - Recommendations and Initiatives
 - Current Systems Map
 - Business Systems Assessment
 - Cost Estimates
 - Timeline – Estimate for recommendations
- 6 Year Strategic Plan

Staffing:

The study found the City’s current organizational structure is non-traditional, lean (1 FTE and an outsourced provider), and resource constrained. This current structure causes increased wait times and creates a decentralized model for IT solutions. Individual departments are left to self-manage IT processes that other like sized organizations would be managed by IT.

The study recommends increasing the internal IT staff to assist with resource constraints and improve IT governance, while still maintaining an outsourced provider for 2nd level issues. The additional IT position would be able to direct and execute IT initiatives and projects.

Cloud Strategy: The City is currently in a hybrid Cloud environment with the majority of their systems on-premises and a handful of Cloud-based systems (see Exhibit B – Current Systems Map). This hybrid situation is very common for municipalities in the current systems environment. However, the software applications market is moving to the Cloud with the majority of development for new software systems focused on Cloud-based and Software as a Service (SaaS) solutions. As time progresses, the number of on-premises software options will decline, and Cloud solutions will become more common.

The Study recommends the City should start to implement a Cloud solution strategy. This “Cloud preferred” policy has begun with the following large projects:

- Fiber connectivity
- Phone system upgrade
- Microsoft 365
- SpringBrook Cloud migration

Budget:

The City currently has an annual IT Budget of approximately \$500K. However, this number does not include spending on departmental initiatives that could be classified as IT, such as the Police Department’s Public Safety software supported by the Snohomish County 911 Center and other departmental software and technology which brings the total IT spend closer to \$1M. Monroe spends approximately 0.5% to 1% of its operating budget on IT. Similar sized cities in the state of Washington spend in the range of 1% to 2% of their budget on IT.

Budget Recommendations:

In general, the City should target spending between 1% and 2% of its annual operating budget to improve the use of technology. The City should increase IT investment in accordance with the IT Strategic Plan recommendations.

6 Year Timeline:

ID	Project / Initiative	2020		2021				2022				2023				2024				2025				2026	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
1	Create the IT Supervisor Position																								
2	Reorganize the IT Department																								
3	Continue Laptop/Desktop/ Mobile Device Replacement Program																								
4	Implement “Cloud Preferred” Strategy for New Software																								
5	Implement Office 365 Government																								
6	Conduct Springbrook Assessment																								
7	Migrate/Update Springbrook to the Cloud																								
8	Update Cybersecurity Policy																								
9	Enhance Internet Connectivity																								
10	Select and Implement Community Dev/Permitting Solution																								
11	Establish Disaster Recovery/Business Continuity Policy																								
12	Establish a Mobile Device Policy																								
13	Optimize Laserfiche and Scan/Digitize Documents																								
14	Implement Electronic Timekeeping																								
15	Improve Integration Between Systems																								
16	Optimize GIS																								
17	Implement an IT Project Based Strategy																								
18	Implement a Cloud-Based Phone System																								
19	Review/Assess Civicplus																								

Project / Initiative	2020	2021	2022	2023	2024	2025
Create the IT Supervisor Position	No Cost	\$50,000	\$150,000	\$150,000	\$150,000	\$150,000
Reorganize the IT Department	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Continue Laptop/Desktop/ Mobile Device Replacement Program	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Implement "Cloud-Preferred Strategy" for New Software	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Implement Office 365 Government + Subscription	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Conduct Springbrook Assessment	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Migrate/Update Springbrook to the Cloud + Subscription		\$65,000	\$45,000	\$45,000	\$45,000	\$45,000
Update CyberSecurity Policy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Enhance Internet Connectivity	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Select and Implement Community Development/Permitting Solution				\$120,000	\$60,000	\$60,000
Establish Disaster Recovery/Business Continuity Policy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Establish a Mobile Device Policy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Optimize Laserfiche and Scan/Digitize Documents			\$35,000			
Implement Electronic Timekeeping + Subscription		\$20,000	Included with Springbrook	Included with Springbrook	Included with Springbrook	Included with Springbrook
Improve Integration Between Systems						\$25,000
Implement an IT Project Based Strategy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost

Project / Initiative	2020	2021	2022	2023	2024	2025
Optimize GIS					\$20,000	
Implement a Cloud-Based Phone System + Subscription	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Review/Assess CivicPlus	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
TOTAL ESTIMATED COST	\$227,500	\$327,500	\$422,500	\$507,500	\$467,500	\$472,500



City of Monroe Six-Year IT Strategic Plan

June 30, 2020

By SoftResources LLC

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1 Introduction

1 INTRODUCTION

1.1 CITY OF MONROE BACKGROUND

The City of Monroe has a population of 19,000 and was incorporated in 1902. It is located in western Washington at the confluence of United States Route 2, State Route 522 and State Route 203 in Snohomish County. The City is a non-charter code city and provides essential services for the community including Public Works, Parks and Recreation, Police, and Community Development/ Business Licensing.

1.2 IT STRATEGIC PLAN OBJECTIVES

The purpose of this document is to provide a prioritized Six-Year IT Strategic Plan that the City can reference to improve the use of information technology at the City. SoftResources conducted a review of the IT environment through a series of online workshops and a survey with City personnel and prepared this Strategic Plan that includes the following sections:

- **Introduction** – This section describes the activities performed to develop the IT Strategic Plan.
- **Technology Organizational Assessment** – This section includes an assessment of the IT organizational setup at the City.
- **Infrastructure Technology Assessment** – This section reviews the City’s current technology environment including computer hardware, mobile devices, phone system, and other IT infrastructure (e.g., network, communication, etc.).
- **Business Systems Assessment** – This section is a review of the business systems that are used by City departments, including an assessment of their effective use and whether systems should be maintained, upgraded, or replaced.
- **Project Initiatives** – This section includes the recommended organization, IT and business systems project initiatives.
- **IT Strategic Plan** – This section provides a consolidated view of the recommended initiatives, prioritization, cost, and timeline.

The implementation of an IT Strategic Plan requires a substantial commitment from all levels of the organization including the City Mayor, Council, Administrator, IT, and the functional departments to ensure successful implementation of the recommendations.

1.3 APPROACH - PROCESS AND METHODOLOGY

The City engaged SoftResources to develop a Six-Year IT Strategic Plan, taking into account its current resources, staffing, culture, and environment. This report communicates SoftResources findings and recommendations to the City and includes a list of IT initiatives, high-level estimated costs, and recommended timing for implementation.

The following is the Scope of Work that SoftResources completed for this project:



1.3.1 PROJECT INITIATION AND PLANNING

To kick off the project, SoftResources met with Ben Warthan (Director of HR and IT) and Tyler Christian to establish high-level expectations and set up the interviews for the assessment. This work included the following:

1. Identified subject matter experts to be interviewed during the analysis
2. Set up the Interview Schedule
3. Discussed timelines, team assignments, and project communications
4. Developed the Project Plan for the IT Strategic Plan

1.3.2 REMOTE WORKSHOPS

SoftResources facilitated several days (April 30 – May 13, 2020) of remote online Workshops with City stakeholders from various departments whose business functions are dependent on the systems considered within the scope of this assessment. Follow up discussions for clarification as needed were conducted after the workshops.

The interview sessions addressed topics associated with business processes and their supporting systems. The workshops were well attended by the City staff who actively and professionally participated (see Exhibit A for the list of attendees). Information gathered during the workshops provided significant input into the development of the Six-Year IT Strategic Plan.

1.3.3 TECHNOLOGY ASSESSMENT

SoftResources utilized the information collected during the workshops to develop the IT Strategic Plan. Components of the assessment include the following:

- **Information Technology Assessment** - Reviewed the IT environment including IT governance and the strategic direction for systems at the City.
- **Information Technology Recommendations and Initiatives** - Developed recommendations for IT governance, management, and systems/infrastructure at the City for the next 6 years.
- **Current Systems Map** - Developed a high-level system map that outlines the primary systems in use at the City for the various departments at the agency. (Please note that some ancillary systems were not included in the map)

- **Business Systems Assessment** - Reviewed the business systems in use at the City.
- **Business Systems Recommendations and Initiatives** - Identified Business Systems initiatives that should be conducted over the next six years to improve systems and efficiency at the City.
- **Cost Estimates** - Conducted high-level market research to identify estimated range of cost for the recommended initiatives.
- **Timeline** - Developed an estimated timeline for the initiatives at the City.

1.3.4 SIX-YEAR IT STRATEGIC PLAN AND PRESENTATION

SoftResources compiled the findings and prepared the Six-Year IT Strategic Plan. SoftResources reviewed this report and the summary presentation with key personnel at the City and discussed the recommendations and next steps.

2 Technology Organizational Assessment

2 TECHNOLOGY ORGANIZATIONAL ASSESSMENT

The primary mission of Information Technology (IT) is to effectively select, implement, and support the software tools and technology necessary for employees to efficiently carry out their duties and serve the City and community effectively. The following is an assessment of the current state of IT at the City.

2.1 TECHNOLOGY DEPARTMENT ORGANIZATION

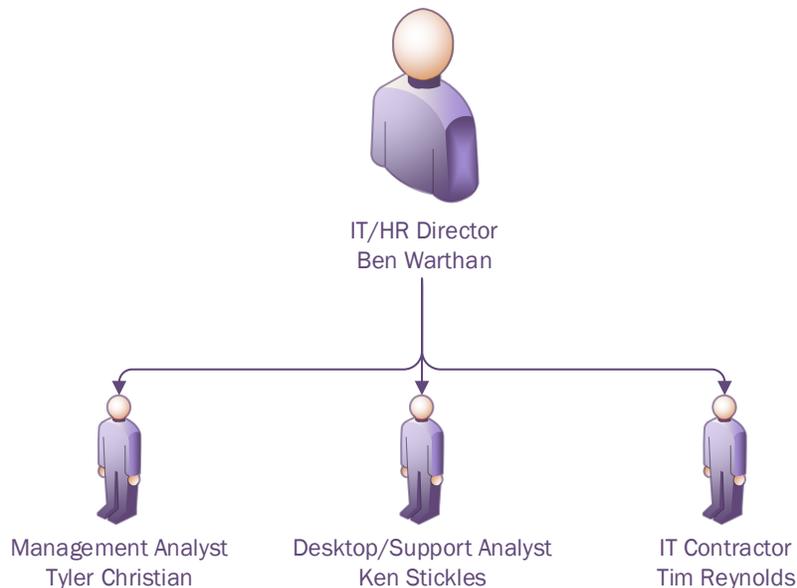
The Information Technology department consists of an IT Director (who is also the HR Director) and one additional IT person that provides desktop, database, server, and application support. The City also contracts with IS Outsource to provide an additional resource one day per week. This person comes in on Fridays and supports the City with whatever is needed. They also provide on-call support at times.

This team is very busy and is actively engaged in supporting the business operations at the City and appear to have a good relationship with the business units at the City. Still, some departments noted that they have to wait (sometimes for days) for IT support from IT when they have problems.

2.1.1 ORGANIZATIONAL STRUCTURE

The following graphic represents the current IT organizational structure at the City.

City of Monroe Current IT Organization Chart June 2020



2.1.2 IT ORGANIZATIONAL STRUCTURE OBSERVATIONS

The current IT organizational structure is very lean for a City the size of Monroe. There is no Information Technology department, as the only full-time IT staffer rolls up to the HR Director. This non-traditional, resource-constrained approach to IT essentially forces the departments to manage some IT functions

themselves that would otherwise be managed by IT staff. IT governance does not maintain a unified strategic vision, and systems support is commonly viewed as inadequate. We believe that the City should consider investing in additional IT resources to support the departments.

Appropriate to the size of the City of Monroe, we believe that hiring a mid-level IT Supervisor position (in lieu of an IT Director or Manager) would create a more effective IT department at the City. This person needs to be technically savvy, be able to direct and execute IT initiatives and projects, and manage consultants for specific initiatives. This position would roll up under the HR/IT Director for reporting purposes.

The City should continue to contract with an outsourced IT provider to augment support for weekly complex infrastructure and 2nd level end user support. For special projects, the City should hire outside contractors to assist with the implementation of new technologies and applications, on a short-term project by project basis as needed. This will allow the City to hire experts to set up and implement new applications under the direction of the IT Supervisor, who will oversee and manage these projects.

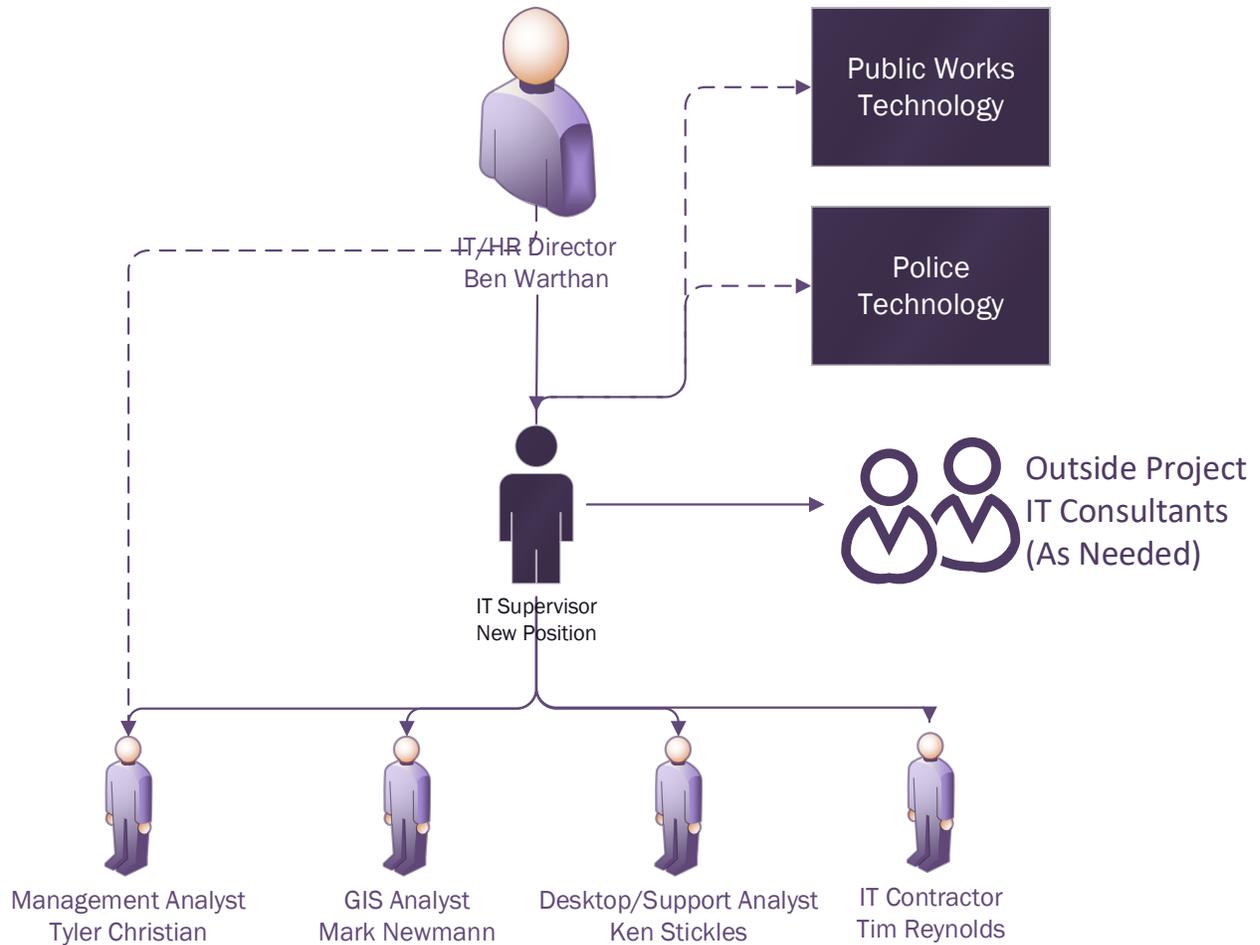
As GIS usage becomes more and more ubiquitous throughout the various city departments, we also recommend that the current GIS Analyst move from Public Works into the IT department. Having the GIS Analyst roll up through the IT structure makes more sense and enhances IT's ability to deliver unified strategies, services and support throughout the City.

RECOMMENDATIONS

The City should create the position of IT Supervisor to work under the direction of the Director of HR to manage IT resources, initiatives and software implementations. The City should also plan on hiring outside contractors to implement new technologies and software applications as they are purchased or upgraded.

- Create the position of IT Supervisor under the direction of the Director of HR/IT to manage the department, lead IT project initiatives and manage contractors conducting the work.
- Continue to use IT Outsource for weekly support and special technical projects.
- Move the existing GIS position from Public Works to IT.
- As new software applications are selected, hire outside contractors with expertise with the solution selected to assist with implementation and setting up of the system.

City of Monroe Recommended IT Organization Chart



2.2 IT GOVERNANCE

Currently the City has an atypical IT team that has one fully staffed FTE, and shares resources with the HR department. In conjunction with our recommendation of enlarging IT with the addition of an IT Supervisor position, as well as moving the GIS Analyst from Public Works to IT, we believe that IT governance should be expanded at the City. Currently, individual departments purchase and support some if not most of their IT needs themselves. IT should be able to support all technology in use by the City.

While effective in the short term, the lack of standards and coordination raises technology costs. Transitioning to a more centralized IT support model will also help in creating and maintaining the city-wide IT security policies, as well as help ensure that IT initiatives are aligned with City objectives and standards.

RECOMMENDATIONS

- Establish a new IT Governance structure at the City that gives IT responsibility, visibility and oversight over all IT projects and follows established hardware and software standards with input from supported departments.

2.3 CLOUD STRATEGY

The City is currently in a hybrid Cloud environment with the majority of their systems on-premises and a handful of Cloud-based systems (see Exhibit B – Current Systems Map). This hybrid situation is very common for municipalities in the current systems environment. However, the software applications market is moving to the Cloud with the majority of development for new software systems focused on Cloud-based and Software as a Service (SaaS) solutions. As time progresses, the number of on-premises software options will decline, and Cloud solutions will become more common.

There are many benefits to moving to the Cloud for a City with limited IT resources. These systems require much less infrastructure – no on-site servers are required, and all upgrades are conducted automatically by the vendor. Cloud solutions also require less effort in supporting a distributed workforce or “work from home” capability as the main requirement for access is an internet connection, and the application can be accessed from anywhere with secure authentication.

The drawbacks to moving to the Cloud are that if you lose your internet connection, you cannot use the software. Also, the City will not have as much control over the application, security, backups, and update frequency, and the City will need to adapt and use the software as it is written with minimal customization. Should the City terminate its Cloud agreement, they will need to have a strategy for porting data into a new system since the City does not own the software.

Nevertheless, the Cloud is where the software vendors are moving, and over time applications will most likely not be available in an on-premises configuration. The bottom line is that for a City the size of Monroe with limited IT support, moving to Cloud solutions makes sense over the long run.

SoftResources recommends that the City move to a “Cloud Preferred” strategy for new software acquisitions. This means that Cloud solutions are the preferred option (if available) without eliminating the possibility of on-premises solutions (if necessary).

As the City acquires more Cloud software solutions, IT staff responsibilities will change. Managing Cloud vendors and infrastructure generally requires greater project/business management skills to monitor performance via contractual Service Level Agreements (SLA’s) rather than having deep IT technical skill requirements.

RECOMMENDATIONS

The City should prepare for implementing more Cloud solutions both now and in the future. While we do not recommend that the City migrate all current applications to the Cloud, the City should evaluate future applications with a strong preference to implementing Cloud solutions.

This strategy will require change management within the organization – both for IT and business resources. IT resources will need to transition from maintaining on-premises software and server hardware to working with Cloud vendors for support, integration, and reporting. Business resources will need to adapt to the best practices inherent to Cloud solutions and data access and reporting tools.

From a financial perspective, Cloud applications are typically purchased with subscription-based pricing rather than a software license. This causes IT expenses to move from capital assets on the Balance Sheet that are depreciated (capital expenses) to monthly/annual subscription expenses that are operating expenses on the Income Statement (operating expenses).

From a staffing perspective, the new IT Supervisor should be capable of managing Cloud application vendors and Service Level Agreements.

- Adopt a “Cloud Preferred” policy – software upgrades and new systems should have a Cloud preference
- Maintain adequate internet connectivity to support Cloud applications

2.4 CYBERSECURITY

The City currently has a basic documented cybersecurity policy however it has not been updated for some time. Cities are now faced with a growing number of IT security issues and threats, that will only increase in frequency and intensity over time. The City should update the current policy as a point of reference to promote uniform practices. This policy should include:

- Cybersecurity glossary
- Password policy
- Privacy and data security
- Email
- Mobile devices
- Remote access
- Website security
- Network security
- Scams and fraud
- Incident response and reporting

This policy does not need to be massive and complex. It would be best to start to enhance the current policy with some documentation that possibly already exists (e.g. password policy) and enhance the document over time in a consistent manner.

RECOMMENDATIONS

- Update the current basic cybersecurity policy, and use it as a point of reference in implementing and maintaining uniform IT security practices. This could be undertaken by the IT Supervisor, or by a consultant as needs and resources dictate. Make the policy a “living document”, with regular updates and enhancements.

2.5 DISASTER RECOVERY/BUSINESS CONTINUITY (DR/BC)

The City currently has no documented Disaster Recovery and/or Business Continuity (DR/BC) policies. The objective of a disaster recovery plan is to ensure that you can respond to a disaster (earthquakes, floods, civil unrest, etc.) or other emergency that affects the normal operations of information systems, while minimizing the effect on the operation of City business until a normal operating state can be reached again. A DR/BC Plan should include the following elements:

- Major goals of a disaster recovery plan
- Personnel
- Application profile
- Inventory profile
- Information services backup procedures
- Disaster recovery procedures
- Recovery plan for mobile site
- Recovery plan for hot site
- Restoring the entire system
- Rebuilding process
- Testing the disaster recovery plan
- Disaster site rebuilding
- Record of plan changes
- Lessons learned

Following the “Cloud Preferred” strategy mentioned in a previous section of this report helps to simplify this policy, as it in effect outsources some of the risk and mitigation required to keep technology operations running in the event of local calamities.

A sound DR/BC plan acts as a step by step technology roadmap leading from service disruption back to normal operations.

RECOMMENDATIONS

- Create and maintain a documented Disaster Recovery/Business Continuity policy to be used as a point of reference in keeping city business running before and after local disasters. This could be undertaken by the IT Supervisor, or by a consultant as needs and resources dictate.

2.6 BUDGET

The City currently has an annual IT Budget of approximately \$500K. However, this number does not include spending on departmental initiatives that could be classified as IT, such as the Police Department's Public Safety software supported by the Snohomish County 911 Center and other departmental software and technology which brings the total IT spend closer to \$1M. Monroe spends approximately 0.5% to 1% of its operating budget on IT. Similar sized cities in the state of Washington spend in the range of 1% to 2% of their budget on IT.

In order to make IT a more strategic department for the City, increased spending is warranted. We have provided estimates for IT projects, solutions, and infrastructure in our recommendations. These investments include updating computers, moving to a cloud-based phone system, moving applications to the cloud, and adding a FTE position (IT Supervisor) to the budget. By making additional incremental investments in IT, the City can take advantage of new technologies, be more efficient, and provide better service to their constituents.

RECOMMENDATIONS

- In general, the City should target spending between 1% and 2% of its annual operating budget to improve the use of technology.
- The City should increase IT investment in accordance with the IT Strategic Plan recommendations.

3 Infrastructure Technology Assessment

3 INFRASTRUCTURE TECHNOLOGY ASSESSMENT

The City infrastructure includes the backend hardware (servers, desktops, mobile devices), communication (internet connectivity, WIFI, radio, etc.), disaster recovery, and ancillary systems (phone/PBX, physical access, security cameras, etc.) that support both the infrastructure and the business applications. The following is an assessment of the current state of the Infrastructure Technology at the City.

3.1 SERVERS/DESKTOPS/LAPTOPS

In our high-level review of the infrastructure at the City, SoftResources did not see any concerns with hardware management. Desktops and laptops are replaced on a rolling four-year basis. This is a sound hardware refresh strategy.

As the organization moves toward the Cloud in the future, the City will gradually put a lower emphasis on internal infrastructure (particularly in-house servers). Instead, the City will place greater emphasis on maintaining internet connectivity, security, and managing the vendor relationships and integrations with Cloud vendors.

RECOMMENDATIONS

- Maintain current strategy of infrastructure replacement on a four-year rolling basis, following established IT Department standards.

3.2 MOBILE DEVICES

Currently individual departments purchase mobile devices (phones, tablets, etc.) themselves, as there is no centralized IT support nor documented standards for purchase and maintenance of mobile devices. As there is a growing need for City employees to have the ability to work remotely (especially after the effects of COVID-19), the use of City-provided mobile devices will only increase over time.

Introducing a documented mobile device policy is a good way to lower costs, increase user satisfaction, and reduce the support burden. City IT resources can work with individual departments to establish a device standard, e.g. choosing a limited number of supported devices that can be purchased. IT can then track the disposition of the devices and devise a refresh policy for the issued devices. With only a limited number of device types available, support becomes easier. Budgeting/Lifecycle Management for future device replacement will be simplified as IT would have visibility into what was issued, how old it was and when the scheduled replacement is to take place.

This policy can start small and become more detailed only as needed. In addition, as Public Works crews begin to use work orders within Dude Solutions for work management, the ability of Dude Solutions to handle mobile work order management should be explored.

RECOMMENDATIONS

The City should review its mobile device strategy and develop a documented policy with IT providing full lifecycle support and oversight. In addition, they should review cellular connectivity to more effectively utilize mobile devices with operational systems in the field, pending the ability of crews to utilize mobile work order management.

- Develop a documented mobile device policy
- Move mobile device management to the IT department
- As work orders begin to be utilized consistently to track work completed in a maintenance management system, consider using mobile work order management in Public Works

3.3 INTERNET CONNECTIVITY/WIFI

Fast and reliable internet connectivity is critical to supporting City functions in the future. As time goes on, more and more functions\workflows will become electronic and Cloud-delivered solutions and services will become more ubiquitous. Due to COVID-19, video conferencing is growing in usage and popularity at the City, and certainly is putting a strain on the speed of connectivity. We recommend the City install additional fiber circuits, and increase bandwidth to the highest level their current provider Comcast offers.

The city currently has good intranet WIFI connectivity inside of most if not all City buildings. With the advent of increased laptop usage by City employees as well as ever-increasing public WIFI loads, more stress will be put on this system. Certain areas in buildings may need higher capacity routers or additional routers, but this should be done only when the need arises.

RECOMMENDATIONS

- Add bandwidth via a fiber connection to accommodate the present and future internet bandwidth requirements.
- Re-evaluate bandwidth usage annually with Comcast (or current provider) to determine percent of bandwidth utilized to ensure proper capacity
- Increase WIFI capacity/upgrade WIFI routers only as demand and needs dictate

3.4 OFFICE PRODUCTIVITY SOFTWARE

Office productivity software includes word processing, spreadsheets, email and other office applications. The City is currently on Office 2013 which is now becoming dated. The City should consider migrating to Office 365 that includes Cloud versions of Word, Excel, PowerPoint, and other office productivity tools. This is in alignment with Microsoft's current direction for Office and upgrades are automatically provided. Most companies and cities are using Microsoft Office 365 which is very standard in the industry.

This move will bring the greatest benefit to a “work from home” environment that has been highlighted by the current COVID-19 conditions. This will allow employees with an internet connection to securely access their files from home and promote collaboration through tools such as Teams.

RECOMMENDATIONS

- Implement Office 365 (Word, Excel, PowerPoint, Outlook)
- Implement Exchange Server in the Cloud for email
- Implement SharePoint Online to replace on-premises server departmental and shared files
- Implement collaboration tools such as Teams
- Hire a consultant to implement, set up security, and provide monthly support for Office 365

3.5 REMOTE ACCESS

Remote access is currently one of the most important technology issues facing the City today. The ability for employees to work from home, from a vehicle, or just about anywhere is becoming critical. From navigating the COVID-19 environment to having a home office for HR reasons, the need to be able to work remotely will only increase as time goes on.

Currently the city uses two factor authentication (password and a token code sent to a mobile phone) to allow access to the City intranet for those with laptops. Two factor authentication is a robust way to grant access to the system, and a best practice in IT Security vs. single factor authentication.

Logmein is utilized to access City desktop computers from home. While this product is reasonably secure, it is not nearly as robust as a City-owned laptop accessing the City intranet via the two factor authentication methodology. We understand that Logmein was implemented as a stopgap solution due to COVID 19 to enable remote work. We would phase out the use of Logmein as soon as practicable.

The use of cloud applications will simplify remote access to those systems, as they are not housed within the City intranet. The security of these systems has effectively been outsourced to the vendor who owns the Cloud solution, and has a contractual requirement to keep the application and your data secure.

RECOMMENDATIONS

- When refreshing desktop computers, consider whether a laptop may be a better choice based on job description
- Decrease the use over time of Logmein for remote access to City-housed desktop computers
- Increase remote access infrastructure capability as needed
- Promote Cloud preferred solutions in the future for simplified access to City applications

3.6 PHONE SYSTEM

The current phone system is a MITEL on-premises PBX. This has been used by the City since 2014. This system is working fine for direct dial phone calls, but lacks modern functionality available in systems

today including a phone tree, dial by name, and other features and functions. These on-premises systems also require periodic upgrades and/or new hardware and phones.

At the next upgrade cycle, the City should consider moving to a Cloud phone system. These systems have many advantages including the ability to easily manage phone trees, voice mail, and other functions online. Users would have the option of using a handset or using a “softphone” for taking and making phone calls. Softphones essentially move the desktop handset to the computer and users just use a headset to take calls. These systems are easily forwardable to cell phones, and provide voice recognition emails for voice mail. By moving the phone system to the Cloud, the City can take advantage of modern phone capabilities without having to invest in on-site phone infrastructure.

RECOMMENDATIONS

- Consider moving the PBX to the Cloud in the next upgrade cycle
- Explore the adoption of softphones (PBX through the computer that eliminates the need for desktop phones) for some users

4 Business Systems Assessment

4 BUSINESS SYSTEMS ASSESSMENT

This section provides a discussion of how each department uses business systems, their concerns and observations, and recommendations for improving systems use. A Current Systems Map has been created as Exhibit B. This outlines the major systems in use by each department.

4.1 EXECUTIVE DIRECTION

SoftResources met with the City Administrator and the City's Management Analyst to discuss the current IT environment and strategic objectives. The overall thought is that the City is "woefully behind" with regard to technology. During the last economic downturn in 2009, the City suspended many technology initiatives and did not move forward after that.

Now the City is growing and there is a desire to improve the use of technology such as deploying MyBuildingPermit.com (MBP) for Permitting, moving paper timesheets online, and improving general use of technology and process workflow. The City would like to move to a more paperless environment and complete the deployment of Laserfiche. Conversely, they are not looking to add a lot of IT headcount in order to make technological improvements.

Due to the impact of COVID-19 the Mayor would like to explore the use of technology to support work from home employees. While the City was able to support the work from home environment with VPN and laptops during the crisis, they are not set up to optimize work from home technology. By moving more applications to the Cloud (in particular Office 365 and ERP) City staff can access files and perform work with a secure internet connection remotely.

RECOMMENDATIONS

- Reasonably increase the budget for IT at the City
- Reasonably increase IT resources for the City
- Move to Cloud software solutions where feasible to support work from home option

4.2 FINANCE

The Finance department uses Springbrook V.7.16 for financials that includes General Ledger, Accounts Payable, Accounts Receivable (Utilities), Purchasing, Fixed Assets, Utility Billing and Payroll. Although they also own the Human Resources, Budgeting, Grant, and Bank Reconciliation functionality, they are not using this functionality. The City utilizes cash basis accounting, while Springbrook is an accrual based system, which causes issues, but Springbrook has reporting options available to support cash-basis accounting that the finance department should explore. There are many gaps in version 7.16 that may be improved in more recent versions of Springbrook as the City considers an upgrade.

Springbrook was acquired by Accela Software in 2015 and then spun off and was purchased by Accel-KKR, a private equity technology firm in January of 2020. These acquisitions have caused instability and made it difficult for the City to get support and training from Springbrook, which has resulted in the City not effectively using the solution. However, there are signs that support has improved recently and there is investment in improving the software. There are many Excel and paper-based processes as well

as available functionality that is not being leveraged which impacts the entire City. This is due in part to the City being behind in its version of the software and the lack of training on the current system.

Springbrook has been trying to encourage the City to upgrade to the Cloud version of the software (V. 7.18.5), but the City has been reluctant to do so because of potential costs, plus there are 11 items of customization that affect the ability to upgrade to the Cloud (8 which could be mitigated, but 3 of which could not be supported in the Cloud environment). The City would have to drop the 3 customizations in order to upgrade to the Cloud version.

The City embarked on a systems review project last year with Springbrook but it was never completed. The City should work with Springbrook to complete this assessment in order to review the Cloud version of Springbrook and improve the use of functionality and training for end users.

RECOMMENDATIONS

- Participate in Springbrook assessment to determine strategic upgrade issues.
- Arrange a Springbrook demo on modules or functionality available but not used by Finance and Human Resources, e.g. budget module, bank reconciliation, position budgeting, etc.
- Conduct on-site training with Springbrook trainers to more effectively use the system depending on the outcome of the Springbrook assessment.
- Upgrade Springbrook to the latest Cloud version – 7.18 to eliminate many functional gaps.
- Move from paper-based timesheets to electronic timesheets.

4.3 COMMUNITY DEVELOPMENT/BUSINESS LICENSE

The Planning department generates 400-500 permits per year, conducts inspections (150+ per month), and enforces code violations. They are users of Springbrook, and are very frustrated with the application's lack of functionality beyond basic permitting. They have tried to work with Springbrook to implement MyBuildingPermit.com portal as a means to support online permitting, but Springbrook cannot integrate with that system.

GIS is also not supported with the solution so there is no visual tie in with land records in ESRI. Permit status tracking is done in Excel. Communication with applicants as to the status of their permits or plan review is manual, which is behind what most Permitting systems support. They feel that Springbrook has made a lot of promises that they can't fulfill and there are many gaps remaining in the latest version 7.18.

Community Development also uses Bluebeam for plan review markup and comments, and Business License is tracked on Excel spreadsheets with verification done through the State of Washington Partner Portal (SAW). Business Licensing seems to be working okay as a totally manual process.

During our conversations with Springbrook, they stated that Business Licensing functionality is a strength; However, the Community Development suite of products are not slated for enhancement into the foreseeable future.

We recommend that the City purchase and implement a best of breed Community Development Suite which includes GIS-enabled and fully integrated Planning, Permitting, Business Licensing and Code Enforcement, and provides mobile device support for inspections and code-related field operations. Should the City replace it's ERP solution at any point in the future, this system can still interface to whatever ERP system the City chooses.

RECOMMENDATIONS

- Move to a best of breed solution for Community Development solution for Permits, Code Enforcement and Inspections
- Explore the business licensing functionality in the latest version of Springbrook; eliminate Excel spreadsheet tracking
- Enroll in MyBuildingPermit.com and interface it to the new Permitting system
- Continue the use of Bluebeam for building plan review, markup, collaboration, plan archiving and retrieval

4.4 HUMAN RESOURCES

Human Resources (HR) has two resources who manage approximately 119 employees, with 4 bargaining units relative to the Police Guild and Public Works. While the department has Springbrook, almost all HR functions, tracking, and processes are performed manually in Excel or on paper. Position budgeting is done in Excel, although Springbrook has this functionality. Civic Plus is used as the City's career portal website for recruiting purposes. Timekeeping is a manual process for departments and paper timesheets are manually entered into the Payroll module. Timeclock Plus is used solely for time capture to support labor-related grant reimbursements and is not integrated with Springbrook as a means of capturing payroll time entry. This system is underutilized.

Key HR functionality that should be implemented include Employee Self-Service (ESS) and Manager Self-Service (MSS) to reduce paper forms and calls for personnel data and allow staff to make updates, look up pay stubs, etc. This functionality is not available in the version being used at the City, but is available with an upgrade to the latest version of Springbrook.

In the words of the HR Director - the HR systems at the City are "archaic." They need to get more automated without overly systematizing everything.

RECOMMENDATIONS

- Participate in the assessment of Springbrook from the HR perspective to identify the strategic direction to optimize the solution for HR's needs
- Leverage Position Budgeting in the Springbrook system
- Implement electronic Timekeeping throughout the City by using Springbrook's Timekeeping functionality and/or expand the use of Timeclock+ for Public Works, Police, Parks, etc.

- Implement Employee Self Service/Manager Self Service
- Develop electronic forms and load employee documentation into the Laserfiche system

4.5 UTILITY BILLING

The City of Monroe provides water, sewer, and stormwater services to residents and produces 6,000 bills on a monthly basis. They use Census Analytics as their AMR solution which works very well. Meter read information is imported into Springbrook for Utility Bill generation. Overall, Springbrook works adequately for the needs of this department, but has some limitations such as a lack of seasonal average billing. The Utility Billing department would like to increase electronic billing as only 12% of utility bills are sent electronically to customers. Cashiering integration works well with the utility billing module.

The bottom line is that Springbrook works fairly well for this department, but refresher training should be taken to improve the use of the system. There is much in the Utility Billing functionality that could be implemented. Also, the City should work with Springbrook to increase electronic billing and provide a portal for customers to view/pay their bill and view past bill and consumption history online.

RECOMMENDATIONS

- Participate in the assessment of Springbrook from the UB perspective to optimize the Springbrook solution
- Conduct on-site refresher training with Springbrook to increase the use of the capabilities of the system
- Expand electronic billing and develop an online portal for customers

4.6 PUBLIC WORKS DESIGN AND CONSTRUCTION

The Public Works Design and Construction department manages approximately 15 construction projects annually for the City. All budget tracking is in Excel in a giant spreadsheet. They also use Bluebeam for plan reviews, AutoCAD to review the designs and Springbrook to collect fees. For the last 3-4 years, they have been using Timeclock+ to track hours to projects including grants.

The biggest issue is that all projects are tracked in Excel, which could be tracked in Springbrook. Also, they would like to improve their use of GIS to set up and track assets.

RECOMMENDATIONS

- Review the use of Springbrook to track construction budgets rather than use Spreadsheets.
- Explore integration of Timeclock+ into Springbrook or use Springbrook Timekeeping for both project tracking and payroll.
- Explore increasing the use of ESRI GIS solution.

4.7 PUBLIC WORKS OPERATIONS AND MAINTENANCE GIS

Public Works Operations and Maintenance implemented Dude Solutions for Work Orders and Asset Management last year. Work order management has been partially taken up, however at this point not all work is documented on Dude work orders. This system has worked well for them, but they would like to have more consistent tracking of work performed, as well as better integration to ESRI ArcGIS. They also use RTA for fleet maintenance and Service Orders come in through Comcate for small project requests from the public.

Time tracking is a major requirement of the Public Works department. Currently, they are entering time into both Dude Solutions (work orders) and manually via paper timesheets to Springbrook for payroll time capture. While it's important to capture time spent on maintaining specific assets and work orders, Dude is not a timekeeping application. Best practice would be implementing a cost-effective electronic timekeeping application like the existing Timeclock+, or implementing Springbrook Timekeeping functionality, to eliminate the existing paper process for payroll timekeeping.

Public Works also manages the ESRI ArcGIS solution that is used by other departments including Planning and Police departments. GIS is the system of record for assets at the City, and currently tracks around 100,000 assets. ESRI is the de facto GIS solution available on the market for City government, and the City should look to enhance and leverage the use of GIS capabilities wherever possible. To this end we would recommend engaging an ESRI partner to assess and optimize ArcGIS, with the goal being the efficient expansion of GIS utilization to other departments at the City.

RECOMMENDATIONS

- Continue to increase the utilization of Dude with the goal of recording all activity on work orders (both reactive and preventative maintenance) in order to accrue accurate asset lifecycle costs.
- Keep track of time spent maintaining assets in Dude, and implement Timeclock+ with Springbrook integration, or Springbrook Timekeeping for clocking in and clocking out with regard to payroll
- Conduct a GIS assessment/optimization with an ESRI consultant to expand the use of ArcGIS for Public Works as well as other departments at the City.

4.8 MUNICIPAL COURT

Monroe Municipal Court is a court of limited jurisdiction and is authorized by Washington State statute to preside over criminal misdemeanors, gross misdemeanors, traffic infractions and other City of Monroe Code violations. The main system the Court uses is the state JIS system for tracking cases, fines, and other court activities. This works well for them.

Court personnel have to create many documents in Word and have a lot of manual paper processes. They would like to go paperless as much as possible and should explore leveraging the City's Laserfiche document management system. In addition, they would like to manage and collect fines online which could be done by Springbrook – which they are currently not using.

RECOMMENDATIONS

- Continue to use the state JIS system for court activities
- Leverage the Laserfiche document management solution to move to more of a paperless environment including the potential to improve online communication with Police Department for the judge to provide electronic signatures for warrants, the holding cell, etc.
- Explore using Springbrook for online collection of fees and fines

4.9 POLICE DEPARTMENT

The Police Department has six sergeants, 24 officers, and two K-9s. A sergeant and two of these officers are assigned to investigations. Patrol officers are organized into four teams working 12-hour shifts on three-day rotations. This provides the citizens of Monroe with 24-hour coverage.

The main system the police department uses is the County supplied New World Public Safety system. 911 Center also provides contracted laptops and support for police in-car systems. This is all outsourced and works well.

The Police Department uses Reveal for body cameras (on-premises system) and has 2 motorcycle tablets that are supported internally. They use shared computers for the detectives. They use NextRequest for public records, but have not done anything with Laserfiche. Currently it is necessary to search a lot of paper files in order to handle public records requests and search archive case files and data. They have large paper files but are moving to a scan and toss system. They use PlanIT for police scheduling which works well.

In general the Police feel they have good support for New World (external to the county), but don't get as much internal IT support, so if they are having problems with computers or systems – they try to troubleshoot and fix on their own as much as possible before requesting support from IT. The City should explore increased IT support for the Police.

RECOMMENDATIONS

- Continue to outsource Public Safety solution (New World) to the County
- Explore expanding the use of the Laserfiche solution to provide e-signatures and file case files electronically

4.10 PARKS AND RECREATION

Monroe's Parks and Recreation Department manages 200 acres of parks, fields, and facilities. Last year the Parks maintenance team implemented Dude Solutions (along with Public Works) for maintenance management functionality which seems to be working well as they continue to roll out additional capabilities for work orders and tracking maintenance tasks. However, maintenance-related inventory items are still managed on spreadsheets. Parks and Rec should explore using the inventory capabilities of Dude Solutions to manage this inventory. They also recently implemented Calsense water management software which tracks and monitors in-ground sprinkler systems which is working well.

Parks and Recreation manages park, field, and facility scheduling on an Excel spreadsheet. There is no online reservation system in place, which means that citizens must call the City to reserve facilities. While they do not manage city-league sports or host a large number of community events, Parks and Recreation would like to potentially expand into these areas in the future. Implementation of an online reservation system with calendaring and facility availability would be helpful to this department as they look to expand in the future.

RECOMMENDATIONS

- Explore expanding the capabilities of Dude Solutions – particularly with regard to inventory
- Review Civic Plus or another application to implement online reservations and calendaring
- Implement graphics tools for event notifications/advertising

4.11 RECORDS MANAGEMENT

The City recently implemented Laserfiche but the former city clerk who was championing the project left the City and the Laserfiche implementation has since not progressed. While they have completed the initial implementation, the document/data conversion process is not complete. Records remain stored in many different document locations including shared drives, email, paper files and storage rooms. The City has many paper files that are unsecured and there is risk of losing records if there is a fire or if files are lost.

The City uses NextRequest for public records requests and puts a duplicate copy of electronic records in NextRequest. The Police Department uses New World for police records and for interagency documents. Emails are kept by Smarsh and archived since 2006.

The City needs to fully embrace Laserfiche in order to improve workflow, reduce paper, and increase searches and access for documents. They also need to review state record retention requirements and destroy documents that are past retention requirements. Departments will need to be trained on the system and scanners need to be procured to a “scan and toss” approach to record keeping. Police department has scanners – other departments will need to acquire more scanners.

RECOMMENDATIONS

- Hire a Laserfiche consultant to assist with training and rollout of a records conversion plan and timeline
- Consultant will develop the integration of Laserfiche to Springbrook and other systems
- Consultant will review security and retention compliance with Washington records retention laws
- Hire interns to assist with document scanning and conversion

4.12 EMERGENCY MANAGEMENT

Emergency Management Office is led by the Director of Public Works and is charged with preparation for potential disasters for the City of Monroe. They develop and maintain an emergency management

program for the City and work closely with the Snohomish County Department of Emergency Management.

Emergency Management uses a number of tools from various national and local emergency management organizations including NIMS and Snohomish County 911. At City Hall, they have an Incident Response Center, and Monroe Coordination Center that is a mobile trailer that has projectors, boxlights, and communications equipment. The Incident Support Center is used for fairs, triathlons, and other functions. It is used as the center for communications with ham radios, landline phones and other communication equipment. Computers in these centers get outdated as they are not used much, so we recommend switching to laptops for City personnel to bring them into the NOC when necessary.

The biggest challenge for Emergency Management is document management. The majority of what they do is communicate with the community plans for potential disaster recovery. They need to track training which is currently done in Excel. They also use an Access database to track certain items and documents.

RECOMMENDATIONS

- Maintain equipment for the Incident Response Center and Monroe Coordination Center including phones, communications equipment, and use city employee laptops
- Leverage Laserfiche to create and track documents for emergency management

5 Project Initiatives

5 PROJECT INITIATIVES

Based on the above assessments, the following are the recommended Project Initiatives for the IT Strategic Plan at the City. Each initiative is categorized in the following areas.

Technology Organizational Initiatives. If the initiative focuses on administrative operations of the organization, it is considered part of Technology Organizational Initiatives. Initiatives such as implementing changes to the organizational structure or IT standards fit within this category.

Information Technology Initiatives. If the initiative is part of maintaining the technology infrastructure or business systems, it falls within Information Technology Initiatives.

5.1 TECHNOLOGY ORGANIZATIONAL INITIATIVES

The following initiatives are for the IT organization at the City to enhance efficiency and improve IT Governance. These are organizational and strategic policy recommendations and should be completed as soon as is practical.

5.1.1 CREATE THE IT SUPERVISOR POSITION

SoftResources recommends that the City establish a new FTE for a mid-level IT Supervisor position. This person will report to the Director of IT and oversee systems, IT projects, and support at the City. This position is very important to the new IT organization and strategy at the City – particularly with the strategic direction of moving to the Cloud. In addition to technical knowledge and experience, this person should be skilled in the areas of team management, targeting and executing short-term strategic IT goals, making team-level decisions, managing budgets, managing software vendors, consultants, IT projects, and Cloud contracts.

5.1.2 REORGANIZE THE IT DEPARTMENT

The City should organize the IT department with the Director of HR/IT at the top, and the IT Supervisor reporting to him, and then the internal IT resources as well as IT contractors being overseen by the IT Supervisor. The IT Supervisor will work with all of the departments to make sure that they are being supported and manage IT projects including the contractors and support for the systems at the City. GIS should also be part of this department so they can leverage GIS to many City departments. We recommend that existing GIS staff at the City be transferred to report up through the IT team structure. (See section 2.1)

5.1.3 IMPLEMENT AN IT PROJECT-BASED STRATEGY

The City should conduct specific IT projects designed to improve and extend the use of technology at the City. The IT Supervisor should prioritize and manage these projects and bring in outside expertise/consultants as needed for specific projects. This approach will enable the City to get more projects done and be focused on successfully implementing and fully utilizing both existing and new technologies without adding internal headcount.

5.1.4 IMPLEMENT “CLOUD PREFERRED” STRATEGY FOR NEW SOFTWARE

The City should move forward with a “Cloud Preferred” strategy for the acquisition of new systems. Software vendors are moving to the Cloud and this will align the City with future IT vendor deployment methods. This will also allow the City to outsource much of the infrastructure, upgrades, and support while maintaining a lean internal IT staffing model.

This strategy is called “Cloud Preferred” because there may be cases where on-premises solutions may offer a better solution to meet required functionality. In general, the preference should be to move systems to the Cloud. From a financial perspective, this change will move IT expenses from a capital asset that is depreciated to an annual operating expense on the income statement. In essence, the City will be leasing software solutions rather than buying them and paying annual maintenance.

5.1.5 ESTABLISH A DISASTER RECOVERY/BUSINESS CONTINUITY POLICY

The City should establish an IT Disaster Recovery and Business Continuity policy. This policy could be developed by the IT Supervisor and/or an outside consultant. This policy will enable the City to have a plan to maintain IT systems up should a catastrophic event occur.

5.1.6 UPDATE CYBERSECURITY POLICY

The City should update the current CyberSecurity policy to ensure that IT security standards are documented, communicated and followed by City employees. The IT Supervisor should spearhead this effort and potentially hire a consultant to assist with development of this policy.

5.1.7 ESTABLISH A MOBILE DEVICE POLICY

The City should establish mobile device standards (iOS/Android) and replacement strategy using a three-year cycle (which is a reasonable life span for mobile devices). Mobile devices should be given to Public Works, Community Development, Parks and Rec and others at the City that have a need for working in the field. These mobile devices should connect to Cloud applications and should enable real time access and updates to the systems.

5.2 INFORMATION TECHNOLOGY INITIATIVES

The following are the recommended IT Initiatives for the City.

5.2.1 ENHANCE INTERNET CONNECTIVITY

The City should upgrade to Fiber connectivity to the internet. This is an important step in expanding bandwidth to enable strategic deployment of Cloud-based solutions and support of remote access to core financial and operational data.

5.2.2 IMPLEMENT OFFICE 365 GOVERNMENT

The City Mayor would like to make remote work a more viable option for City employees, especially during and after the COVID-19 pandemic. To support this direction, the City should implement Office 365 Government which offers the latest version of Office productivity tools. This solution has all of the applications for remote collaboration (including Microsoft Teams), along with SharePoint for accessing

shared files in the Cloud. This is the future strategy of Microsoft, and the City will eventually be forced to move that direction and can benefit from its adoption now. Implementation and ongoing training should be provided by an outsourced provider to take advantage of enhanced Office 365 functionality at deployment and as automatic updates/upgrades occur.

5.2.3 CONTINUE LAPTOP/DESKTOP/MOBILE DEVICE REPLACEMENT PROGRAM

The City should continue the current Laptop/Computer replacement program on a four-year cycle and Mobile Devices on three-year cycle. This policy is a reasonable replacement schedule and will enable City personnel to be more productive with refreshed computer hardware as these machines become dated.

5.2.4 CONDUCT SPRINGBROOK ASSESSMENT

The City is currently using Springbrook V.7.16 which is 2 versions behind and has 11 major customizations. The City is not effectively using the solution. Support has been difficult as Springbrook has changed ownership and staffing levels twice in the past few years.

The City has three options for moving forward:

1. Upgrade to the latest version of Springbrook on-premises and perform a system optimization review and additional training by Springbrook to improve usability.
2. Upgrade to the Cloud version of Springbrook in order to align with Springbrook’s future direction and upgrades.
3. Select and implement a different ERP solution.

SoftResources conducted high-level research with alternate ERP vendors to get an understanding of what it would cost to move to a new solution. If the City were to move to a new ERP, it should expect an annual subscription of approximately \$60 - 100K per year plus \$100 - \$150K to implement the solution. Alternatively, upgrading to the latest Cloud version of Springbrook would cost \$44K/year plus \$10-20K for implementation and cause much less disruption since users are familiar with the solution.

OPTION	License/Maintenance or Annual Subscription	Implementation/Training	First Year Cost
Upgrade to latest on-premises Springbrook Solution	\$30K/year	\$12K – 20K	\$42K - \$50K
Upgrade to Springbrook Cloud	\$44K/year	\$8K – 10K	\$52K - \$54K
Select and implement a new ERP	\$60K – 100K/year	\$100K - \$150K	\$160K - \$250K

SoftResources recommends that the City complete the Springbrook assessment that was started last year (this is a free service) and upgrade to the Cloud version 7.18 with full on-site training. As part of

that assessment, the HR department should review and implement HR functionality (including Employee Self Service and other functions) that they are currently not using.

Assessing Springbrook and defining the ERP strategy will enable the City to focus on an “ERP first” approach for the departments. There are capabilities in the current Springbrook solution that are being done in ancillary systems or on spreadsheets outside of the current ERP. The assessment can identify areas where the City can consolidate functionality on the central ERP rather than distributed on a variety of best of breed systems or spreadsheets.

5.2.5 MIGRATE/UPDATE SPRINGBROOK TO THE CLOUD

Based on the results of the Springbrook Assessment, the City should implement the latest Cloud version of Springbrook adding functionality to each department and implementing a training program for City personnel. As part of this upgrade, the City should explore online bill presentment and payments for Courts and Utility Billing within the system.

5.2.6 SELECT AND IMPLEMENT A COMMUNITY DEVELOPMENT/PERMITTING SOLUTION

Springbrook appears to be inadequate to meet the City’s needs for Permitting and Code Enforcement. Springbrook is not investing in nor improving this functionality so updating to the latest version will not address functional gaps. We recommend that the Community Development department select and implement a 3rd Party standalone Permitting solution that integrates with MyBuildingPermit.com portal to allow for online applications and submission of permits and plans. This functionality would improve City and Contractor relationships and streamline the permit application process.

5.2.7 OPTIMIZE GIS

The City should engage an ESRI partner consultant in order to optimize the ESRI ArcGIS solution, and work to enhance the use of GIS by City departments. Public Works is the biggest user of GIS data, but GIS functionality can be utilized by other departments including Utility Billing, Community Development, and other departments. As mentioned above, the GIS administrator should move from Public Works to the IT department in order to maintain synergies with IT team projects and streamline support.

5.2.8 IMPLEMENT ELECTRONIC TIMEKEEPING

The City should implement electronic timekeeping on a citywide basis. When the City upgrades Springbrook to the Cloud, the City should replace Timeclock+ with Springbrook Timekeeping to provide a unified Timekeeping solution that is fully integrated with Springbrook ERP. In this way, all employees can have a single source of timesheet entry for payroll. This will eliminate paper timesheets, and enable the City to leverage online time entry workflows.

5.2.9 OPTIMIZE LASERFICHE AND SCAN/DIGITIZE DOCUMENTS

The City should hire a Laserfiche implementation consultant (potentially from FreeDoc) to help them optimize the Laserfiche implementation and develop a plan of action for digitizing and accessing documents and records. This will allow the City to more fully leverage the capabilities of Laserfiche and be more effective at using it. The newly hired IT Supervisor should oversee this project. As part of this

project, the consultant should assist the City with records retention strategies and policies to align with the State of Washington requirements.

5.2.10 REVIEW/ASSESS CIVICPLUS

The City should review the CivicPlus website and refresh and post information to standardize the look and feel of the site. The City should assess the CivicPlus solution as the contract comes up and either renew licensing or find a new solution. The City should explore adding customer engagement functionality possibly through integration with Comcate or the use of CivicPlus' 311 and Citizen Requests functionality to replace Comcate.

5.2.11 IMPROVE INTEGRATION BETWEEN SYSTEMS

The City uses many software solutions, many of which are dependent on information from other systems to be effective. Manual entry and rekeying of data between systems increases the risk for data entry errors and increases the effort to reconcile and make corrections. The new IT Supervisor should review the systems in place and identify those that the City could integrate to provide better data. This process should be ongoing over the years, but we included a specific project in the IT Master Plan for review after all of the other implementation projects are complete. The following key systems should be considered for integration:

1. **Springbrook** – import cash receipts from other systems; import time entry; import revenue and expenditures, push out data to CivicPlus for data transparency, etc.
2. **Dude Solutions** – import asset maintenance costs; apply cost information to asset data in Springbrook Fixed Assets module; possibly leverage Purchase Order module in Springbrook, etc.
3. **ESRI ArcGIS** – link into applications for geo-spatial view of records, e.g. parcels, infrastructure, Capital Assets, water system components, permitting and zoning, etc.
4. **Laserfiche** – central document repository for all major systems; eliminate server and desktop storage drives where possible.

5.2.12 IMPLEMENT A CLOUD-BASED PHONE SYSTEM

The City should explore transitioning from the current on-premises phone system and move to a Cloud-based solution. This will enable the City to leverage cloud solutions and offload the maintenance of the phone system.

6 IT Strategic Plan

6 IT STRATEGIC PLAN

The following section describes the Six-Year IT Strategic Plan and explains the methodology by which the above initiatives are prioritized and sequenced. The results of prioritization scoring, cost estimates, and the overall timeline are provided below.

6.1 PRIORITIZATION

The Technology Organizational Initiatives address strategic and organizational concerns. These recommendations should be implemented as soon as is practical. The Information Technology Initiatives are more project based, require some level of resources to implement, and have a cost outlay. Because of this, it is important to prioritize these projects so the City can focus on the Project Initiatives at the appropriate time in the Six-Year Plan.

6.1.1 PRIORITIZATION EVALUATION AREAS:

The Information Technology Initiatives were prioritized using the scoring process outlined below in order to determine their importance and recommended timeline to complete. They were evaluated according to the following categories:

Impact: The extent to which the results of the initiative will benefit the City. A project that focuses solely on a secondary business process would have a lower Impact score than one that improves service to the organization as a whole. The broader the impact, the higher the score.

Criticality: Criticality indicates the level of urgency for the initiative. Immediate business needs, such as implementation of a mandated policy, would be considered highly critical. Adoption of new capabilities that are not critical to the organization would receive a low criticality score.

6.1.2 SCORING

Each potential project was scored using a range from 1-5 where 5 is most impactful/critical. Project prioritization ranking is from low to high. The highest scoring projects are most critical and/or provide broad benefit.

The sequence in which the initiatives are addressed in the Timeline will not specifically be defined by scoring. Projects will be thoughtfully interspersed according to consideration of Impact and Criticality (e.g. risk exposure, available resources, and legislative requirements).

The following table represents the Evaluation Areas and the specific values used to determine score.

SCORE	IMPACT	CRITICALITY
5	High Impact/Benefit	Critical
4	Significant Impact/Benefit	Very Important
3	Medium Impact/Benefit	Important
2	Some Impact/Benefit	Preferable

1	Low Impact/Benefit	Nice to Have
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6.2 SCORING RESULTS

Project / Initiative	Impact	Criticality	Score
CREATE THE IT SUPERVISOR POSITION	5	5	10
REORGANIZE THE IT DEPARTMENT	5	5	10
CONTINUE LAPTOP/DESKTOP/MOBILE DEVICE REPLACEMENT PROGRAM	4	4	8
IMPLEMENT "CLOUD PREFERRED" STRATEGY FOR NEW SOFTWARE	4	4	8
IMPLEMENT OFFICE 365 GOVERNMENT	5	3	8
CONDUCT SPRINGBROOK ASSESSMENT	4	4	8
MIGRATE/UPDATE SPRINGBROOK TO THE CLOUD	4	4	8
UPDATE CYBERSECURITY POLICY	3	5	8
ENHANCE INTERNET CONNECTIVITY	3	4	7
SELECT AND IMPLEMENT COMMUNITY DEVELOP/PERMITTING SOLUTION	3	4	7
ESTABLISH A DISASTER RECOVERY/BUSINESS CONTINUITY POLICY	3	6	6
ESTABLISH A MOBILE DEVICE POLICY	3	3	6
OPTIMIZE LASERFICHE AND SCAN/DIGITIZE DOCUMENTS	3	3	6
IMPLEMENT ELECTRONIC TIMEKEEPING	4	2	6
IMPROVE INTEGRATION BETWEEN SYSTEMS	3	3	6
OPTIMIZE GIS	3	3	6
IMPLEMENT AN IT PROJECT BASED STRATEGY	3	2	5
IMPLEMENT A CLOUD-BASED PHONE SYSTEM	3	2	5
REVIEW/ASSESS CIVICPLUS	1	1	2

6.3 ESTIMATED COST

The following total cost estimates are for internal planning/budgeting purposes only. Additional vendor discussions will provide a more accurate view of the expense to perform the initiative.

Project / Initiative	Cost Over 6 Years	
	Low	High
Create the IT Supervisor Position <i>(Assumes 1 FTE Supervisor Level at \$100K - \$150K/Year including benefits)</i>	\$ 500,000	\$ 800,000
Reorganize the IT Department	No Cost	No Cost
Continue Laptop/Desktop/Mobile Device Replacement Program <i>(Assumes replacement of 25% of laptops/desktops and 33% of mobile devices annually at average cost of \$1,200/device + \$5K/server.)</i>	\$ 500,000	\$ 750,000
Implement “Cloud-Preferred Strategy” for New Software	No Cost	No Cost
Implement Office 365 Government <i>(Estimate \$25K Implementation and \$25K/year Office 365 Subscription)</i>	\$150,000	\$200,000
Conduct Springbrook Assessment <i>(Assumes completion of Springbrook review in preparation for Cloud upgrade)</i>	No Cost	No Cost
Migrate/Update Springbrook to the Cloud <i>(Assumes \$10K - 20K implementation project and annual subscription of \$45K/Year)</i>	\$ 270,000	\$ 360,000
Update CyberSecurity Policy <i>(High Cost assumes hiring a consultant)</i>	No Cost	\$ 10,000
Enhance Internet Connectivity <i>(Install Fiber Connection and Upgrade Comcast Plan – Estimate \$15K per year)</i>	\$ 90,000	\$ 125,000
Select and Implement Community Development/Permitting Solution <i>(Assumes \$60K annual subscription and \$60-90K implementation)</i>	\$ 200,000	\$ 400,000
Establish Disaster Recovery/Business Continuity Policy <i>(High Cost assumes hiring a consultant)</i>	No Cost	\$10,000
Establish a Mobile Device Policy <i>(High Cost assumes hiring a consultant)</i>	No Cost	\$10,000
Optimize Laserfiche and Scan/Digitize Documents <i>(Assumes Hiring Consultant to Help Implement Strategy \$25K – 30K)</i>	\$ 25,000	\$ 35,000
Implement Electronic Timekeeping <i>(Assumes Hiring Consultant to implement Springbrook Timekeeping – annual subscription is included with Springbrook ERP)</i>	\$ 15,000	\$ 25,000

Project / Initiative	Cost Over 6 Years	
	Low	High
Improve Integration Between Systems <i>(Assumes Hiring Integration Consultant)</i>	\$ 5,000	\$ 50,000
Implement an IT Project Based Strategy	No Cost	No Cost
Optimize GIS <i>(Assumes Hiring Consultant to Assess and Optimize GIS Strategy)</i>	\$ 10,000	\$ 20,000
Implement a Cloud-Based Phone System <i>(Assumes \$10K setup and \$15K/year subscription)</i>	\$ 100,000	\$135,000
Review/Assess CivicPlus <i>(Review CivicPlus or develop new website – assumes CivicPlus annual subscription of \$12,500)</i>	\$ 75,000	\$ 100,000

6.4 TIMELINE

SoftResources worked with the City to determine timing for the recommended initiatives. The preliminary IT roadmap is provided below in graphical format.

ID	Project / Initiative	2020		2021				2022				2023				2024				2025				2026	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
1	Create the IT Supervisor Position																								
2	Reorganize the IT Department																								
3	Continue Laptop/Desktop/Mobile Device Replacement Program																								
4	Implement "Cloud Preferred" Strategy for New Software																								
5	Implement Office 365 Government																								
6	Conduct Springbrook Assessment																								
7	Migrate/Update Springbrook to the Cloud																								
8	Update Cybersecurity Policy																								
9	Enhance Internet Connectivity																								
10	Select and Implement Community Dev/Permitting Solution																								
11	Establish Disaster Recovery/Business Continuity Policy																								
12	Establish a Mobile Device Policy																								
13	Optimize Laserfiche and Scan/Digitize Documents																								
14	Implement Electronic Timekeeping																								
15	Improve Intgegration Between Systems																								
16	Optimize GIS																								
17	Implement an IT Project Based Strategy																								
18	Implement a Cloud-Based Phone System																								
19	Review/Assess Civicplus																								

6.5 ANNUAL COST BUDGET FOR RECOMMENDED INITIATIVES

Project / Initiative	2020	2021	2022	2023	2024	2025
Create the IT Supervisor Position	No Cost	\$50,000	\$150,000	\$150,000	\$150,000	\$150,000
Reorganize the IT Department	No Cost					
Continue Laptop/Desktop/ Mobile Device Replacement Program	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Implement “Cloud-Preferred Strategy” for New Software	No Cost					
Implement Office 365 Government + Subscription	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Conduct Springbrook Assessment	No Cost					
Migrate/Update Springbrook to the Cloud + Subscription		\$65,000	\$45,000	\$45,000	\$45,000	\$45,000
Update CyberSecurity Policy	No Cost					
Enhance Internet Connectivity	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Select and Implement Community Development/Permitting Solution				\$120,000	\$60,000	\$60,000

Project / Initiative	2020	2021	2022	2023	2024	2025
Establish Disaster Recovery/Business Continuity Policy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Establish a Mobile Device Policy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Optimize Laserfiche and Scan/Digitize Documents			\$35,000			
Implement Electronic Timekeeping + Subscription		\$20,000	Included with Springbrook	Included with Springbrook	Included with Springbrook	Included with Springbrook
Improve Integration Between Systems						\$25,000
Implement an IT Project Based Strategy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Optimize GIS					\$20,000	
Implement a Cloud-Based Phone System + Subscription	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Review/Assess CivicPlus	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
TOTAL ESTIMATED COST	\$227,500	\$327,500	\$422,500	\$507,500	\$467,500	\$472,500

7 Exhibits

7 EXHIBITS

The following exhibits are included as separate files and provide information to supplement and substantiate the findings indicated in this report.

1. Exhibit A – Workshop Attendees
2. Exhibit B – Current Systems Map
3. Exhibit C – Survey Results

IT Strategic Plan

Phases of project



**Project Initiation
and Planning**



**Online
Workshops**



**Technology
Assessment**



**IT Strategic
Plan**

Planning

- Identified subject matter experts to be interviewed during the analysis
- Set up the Interview Schedule
- Discussed timelines, team assignments, and project communications
- Developed the Project Plan for the IT Strategic Plan

Technology Assessment

- Organizational structure is lean.
 - Recommendation to hire IT supervisor to lead projects and manage contractors (2022)
 - Continue with IS Outsource for weekly network support and technical projects
 - Move existing GIS position from PW to IT (2022)

Cloud Strategy

- The City should prepare for implementing more Cloud solutions both now and in the future. While we do not recommend that the City migrate all current applications to the Cloud, the City should evaluate future applications with a strong preference to implementing Cloud solutions.

Cybersecurity and Disaster Recover Policy/ Procedures

- Update the current basic cybersecurity policy, and use it as a point of reference in implementing and maintaining uniform IT security practices. This could be undertaken by the IT Supervisor, or by a consultant as needs and resources dictate. Make the policy a “living document”, with regular updates and enhancements.
- Create and maintain a documented Disaster Recovery/Business Continuity policy to be used as a point of reference in keeping city business running before and after local disasters. This could be undertaken by the IT Supervisor, or by a consultant as needs and resources dictate.

Budget

- Current budget is 500k Annually
 - Approximately .5% to 1% of City's operating budget.
- Similar sized cities spend in the range of 1% to 2% of budget.
- The City should increase IT investment in accordance with the IT Strategic Plan recommendations.

Project timelines

ID	Project / Initiative	2020		2021				2022				2023				2024				2025				2026	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
1	Create the IT Supervisor Position																								
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16	Optimize GIS																								
17	Implement an IT Project Based Strategy																								
18	Implement a Cloud-Based Phone System																								
19	Review /Assess Civicplus																								

Project Costs

Project / Initiative	2020	2021	2022	2023	2024	2025
Create the IT Supervisor Position	No Cost	\$50,000	\$150,000	\$150,000	\$150,000	\$150,000
Continue Laptop/Desktop/ Mobile Device Replacement Program	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Implement Office 365 Government + Subscription	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Migrate/Update Springbrook to the Cloud + Subscription		\$65,000	\$45,000	\$45,000	\$45,000	\$45,000
Enhance Internet Connectivity	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Select and Implement Community Development/Permitting Solution				\$120,000	\$60,000	\$60,000
Implement Electronic Timekeeping + Subscription		\$20,000	Included with Springbrook	Included with Springbrook	Included with Springbrook	Included with Springbrook
Implement a Cloud-Based Phone System + Subscription	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
TOTAL ESTIMATED COSTS OF All Projects.	\$227,500	\$327,500	\$422,500	\$507,500	\$467,500	\$472,500



MONROE CITY COUNCIL
Finance & Human Resources Committee Meeting
Tuesday, August 18 2020, 5:30 P.M.

2020 Committee
Councilmembers
Jason Gamble
Kirk Scarboro
Patsy Cudaback

SUBJECT:	2020 Mid-Year Performance Reviews
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DATE:	DEPT:	CONTACT:	PRESENTER:	ITEM:
8/18/2020	HR	Ben Warthan	Ben Warthan	New Business #2

Discussion: 8/18/2020
Attachments: 1. Memorandum

REQUESTED ACTION: Discussion Only

POLICY CONSIDERATIONS

Per Policy HR to report out on mid-year Non-represented employee evaluations.

DESCRIPTION/BACKGROUND

All performance reviews for the Non-Represented employees have been completed.

Employee are rated in 8 areas:

1. Professional Knowledge
2. Quality of Work
3. Judgment
4. Communication
5. Initiative
6. Cooperation
7. Leadership
8. Employee Development



Memo

To: Finance and Human Resource Committee

From: Ben Warthan, HR Director

CC: Deborah Knight, City Administrator

Date: August 18, 2020

Re: 2020 Mid-year Performance Reviews

-
- All performance reviews for the Non-Represented employees have been completed.
 - Employee are rated in 8 areas:
 - Professional Knowledge, Quality of Work, Judgment, Communication, Initiative, Cooperation, Leadership and Employee Development.

Regards,
Ben