

# INFORMATION TECHNOLOGY

## DEPARTMENT MISSION STATEMENT

We are dedicated to providing technology solutions that enhance the City of Miami Beach’s ability to deliver world-class service to the City’s residents and visitors by helping the City satisfy its customer’s needs for leveraging Information Technology.

## DEPARTMENT DESCRIPTION

The Information Technology (IT) Department is an Internal Service Department supporting all City of Miami Beach departments. The City’s Strategic Plan stresses the need to utilize technology which improves the efficiency and effectiveness of each departmental business process.

### **Awareness**

The IT Department is improving procedures to keep the workforce and public informed, creating an environment of trust, and providing improved customer service.

### **Policy & Procedures**

The IT Department is implementing procedures and applying upgrades based on best industry practices.

### **Security**

The IT Department is implementing industry leading security measures.

### **Privatization**

The IT Department is actively encouraging partnerships with the private sector where appropriate and cost effective. Commercially proven solutions are considered whenever equivalent services can be acquired more economically and meet the City’s requirements. The City must be willing to make changes in business procedures to gain the benefits of standard commercial solutions, rather than always developing custom software to accommodate existing business practices.

### **Accessibility of Government Services**

The IT Department will continue to use web-enabled technology to reduce the time and cost required for members of the workforce and community to access selected City of Miami Beach Government information and services.

### **Systems Integration**

The IT Department examines possibilities for data integration whenever possible. As requirements for business information expand beyond the single user department that is the custodian of the data, it is critical that applications support data integration. Values and definitions of data that span organizations or systems must be maintained consistently in order to ensure accuracy for reporting and decision making, even though the data may not all be stored in a single location.

## DEPARTMENT DESCRIPTION CONT'D

### **Governance**

The IT Department empowers each department by allowing them to take an active part and “Governance” in understanding the services to be provided by the IT Department. This Governance is the process of securing user input on such issues as direction, establishing priorities, reviewing technology decisions, and providing effective user communication in systems development and daily operations. Partnerships between the exploring department and IT are necessary to assure that results of successful explorations can be realized.

### **Business Continuity**

The IT Department focuses on a Business Continuity Strategy to ensure technologies are streamlined without adversely affecting compliance, risk, or security.

### **Innovation**

The IT Department stays on the cutting edge of new technologies that can streamline operations and citizen engagement. IT also provides City departments with the tools and expertise needed to facilitate innovation ideation and execution processes.

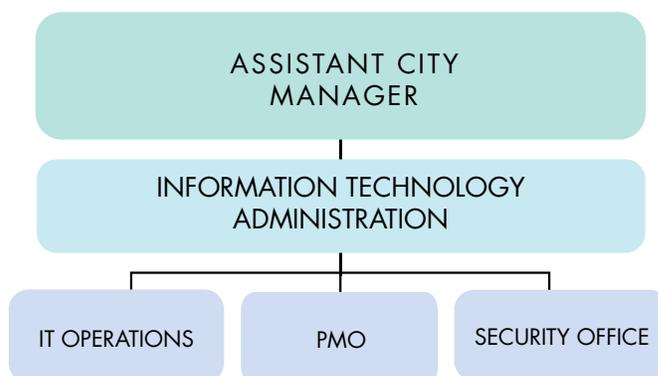
### **Maximize ROI**

The IT Department funds information technology projects with the highest return on investment (ROI).

### **Resources**

IT Staff are responsible for the preservation of information technology standards and procedures. They support, maintain, and service all City of Miami Beach departments. The City’s Strategic Plan stresses the need to utilize technology which improves the efficiency and effectiveness of each departmental business process. Technology constantly transforms the way we conduct business at the City of Miami Beach. Our staff is focused on delivering technology initiatives to enhance communications with our residents.

The Department is composed of an IT Operations team, IT Project Management Office (PMO), and IT Security Office.



# INFORMATION TECHNOLOGY

## FISCAL ENVIRONMENT

The IT Department is an Internal Service Department. The IT Department currently utilizes a chargeback process to reconcile the cost of IT Services by recovering the cost from user departments. Chargebacks provide a level of financial resources to support the effective and efficient use of IT resources. The IT Department has instituted a three-year technology refresh schedule to ensure City users have up-to-date technology to perform their job functions.

## STRATEGIC ALIGNMENT

### Main Vision Area:

### Organizational Innovation

### Management Objectives:

- **Organizational Innovation**
  - Maximize the use of innovative technology
  - Support all objectives to improve decision making and financial stewardship, making the city more business friendly, with an employee culture of problem solving and engagement



### Strategic Plan Actions

- **MAKE** 50% of all customer (and financial) transactions with the City available online within two years
- **CREATE** an open data program

### Budget Enhancement Actions:

- N/A

### Resilient305 Actions

- N/A

## BUSINESS ENVIRONMENT

The department staff is located in the Multi-Purpose Garage facility (4th & 5th Floors). In addition to in-house staff, the City uses information technology contractors, when appropriate. The City periodically uses interns and contractors to handle temporary peaks in workload, and to perform work in which outside expertise or objectivity is required.

The IT Operations team supports over thirty million (30,000,000) lines of in-house developed code, has developed over 450 specialized City applications, and supports over 40 off-the-shelf applications. In addition, IT Operations has developed over 100 online services and several smart-phone applications. The City's official website receives over 400,000 visitors monthly, and now hosts over 9,000 web pages for visitors, residents, businesses, and employees.

## BUSINESS ENVIRONMENT CONT'D

IT Operations also provides service to thousands of personal computers, laptops, and mobile devices on the City's network and supports hundreds of servers, Storage Area Network architecture, archival services, and Backup and Recovery Strategies. IT Operations also provides support for network connectivity to over 39 remote locations, the City's Emergency Operations Center, and a business continuity site at a colocation that provides secure, reliable infrastructure in a Category 5 Hurricane rated building. Additionally, the team provides support to wireless devices and Voice Over IP (VOIP) locations.

## SIGNIFICANT ACCOMPLISHMENTS

- **Telecommuting** - Using modern enterprise technologies and infrastructure that have been implemented over the last several years, IT successfully enabled staff to pivot to remote work with hybrid solutions and full telecommuting opportunities. This allowed City operations and citizen engagement to continue, despite COVID-19
- **Digitization** - IT implemented a secure, citywide digital signature solution using DocuSign. This enabled the administration to execute decisions while working remote. Additionally, several digital workflows using electronic signatures we developed and implemented to streamline internal processes. IT also modernized its SharePoint platform. The upgrades included better integration with city services, more efficient communication, easier access to resources, training materials and digital solutions
- **Technology Training** - City staff has presented over a dozen opportunities for custom Microsoft training sessions that covered mission critical applications at entry and advanced levels. These were held live and recorded for future training in a partnership with Microsoft employees



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## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- **Customer Service Center** - IT worked to make improvements to the Customer Service Center as the City transitioned to remote work. Staff was able to maintain communication and services with citizens while working in a telecommuting model, including telephony services and mobile solutions
- **Business Intelligence** - IT built upon the success of its G.O. Bond Executive Dashboard and departmental dashboards to grow its data driven service offerings. Financial, Public Safety, and Building tools were developed to enhance decision-making and citizen experience. These tools have empowered the agency to create better data analytics by transforming complex government data sets to deliver the transparency that the Citizens and the Business community demand
- **Timekeeping System** - The IT Project Management Office led a complex, intradepartmental effort to implement a centralized timekeeping solution that will enhance productivity and accountability for Police, Fire, Human Resources, and Payroll
- **IT Security** - The IT Security Division was formalized to develop and enhance policy and compliance measures, as well as ensure adherence to technology audits, PCI compliance, information security, governance and enhance existing proactive security measures. IT strives to improve the tools and methods to keep our data and systems resilient and safe from those with malicious intent
- **Resort Tax Application** - The IT Department built upon its new system that streamlines and improves its ability to collect resort taxes from businesses in Miami Beach
- **Continue the Automation of Transactions** - The IT Department will continue to automate the number of financial transactions that are available online and electronically in order to reduce the need to visit City Hall to transact business

### Major FY 2021 Initiatives:

The following is a list of major technology initiatives being undertaken by the IT Department:

- **Electronic Plan Reviews** - Accepting electronic plans submittals. IT is working with Tyler Technologies to implement the process with the utmost efficiency to further enhance and expedite permit reviews
- **Automated Call Distribution** - IT is working to implement a new ACD that will provide customer service enhancements such as estimated waiting time to reach a call taker, automatic call back capability, and on-line chat option for the Customer Service Center

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- **Surveillance System** - Continue to increase the number of cameras and all the behind-the-scenes infrastructure needed to augment and improve the safety of Public Safety personnel and the public
- **Police Business Intelligence** - IT continues to enhance a complete business intelligence solution for Public Safety that allows Police the ability to perform improved criminal analytics and to scrutinize statistics resulting in better officer deployment where they are needed and make the greatest impact

## CRITICAL SUCCESS FACTORS

The following have been identified as factors that are critical to the successful implementation of the FY 2022 Workplan. Each of the factors must be achieved in order to maximize the potential benefit of the plan.

### **Management Commitment:**

- Citywide cooperation and coordination supported by the City Manager and City Commission related to technology solutions
- Realistic goals, strategies, and actions
- Willingness and commitment to share information and standardize data (integration)
- Willingness to make Information Technology financial support a City priority
- Departmental compliance with IT policies, procedures, architecture, and standards
- Departmental compliance with software licensing best practices
- Departmental willingness to empower staff through IT education/training
- Commitment to network security strategy and standards

### **Disaster Recovery (DR):**

- Continue to support DR and business continuity strategies, while managing colocation and cloud presence

### **Cyber Security:**

- Continue to promote city wide cyber security awareness. As government employees, we need to be aware of possible threats and what we can do to protect our information and systems since we all share the responsibility of promoting a safer cyberspace

### **Network Security strategy and standards:**

- Continue to follow industry best practices and security standards for PCI compliance, Criminal Justice Information Systems, Identity Theft Red Flag Compliance, and Presidential Decision Directive 63 (specifies City responsibilities for protecting the nation's infrastructure)

### **IT Governance:**

- Continue the IT Steering Committee process for the planning, prioritizing, and funding approval of enterprise IT related projects

# INFORMATION TECHNOLOGY

## FUTURE OUTLOOK

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The City must continue to leverage the use of current technology to optimize and streamline business processes, thus instituting efficiencies within the organization. IT will continue to explore new and innovative use of technology to accomplish this goal. Future projects to be considered include:

- Expansion of Citywide Enterprise Virtualization Strategy
- Expansion of Citywide Data Storage
- Expansion of Citywide Wireless Technology
- Optimization of E-Government Services
- Unified Communication and Messaging
- Reduction of Reliance on a Paper Environment
- Enhancing Disaster Recovery and Business Continuity Strategy