

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.

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 provides City departments with the tools and expertise needed to facilitate innovation ideation and execution processes.

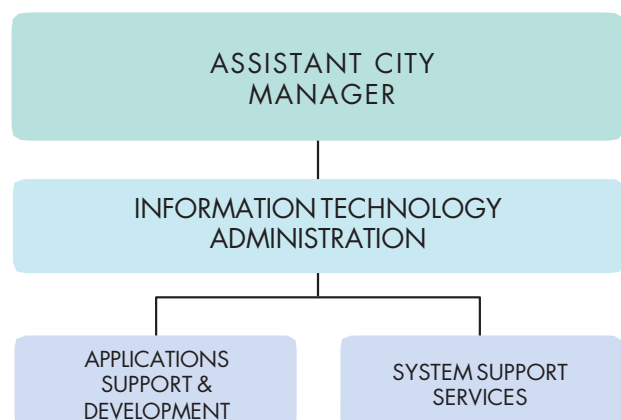
Maximize ROI

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 availability of City services and processes that can be accessed and transacted via the internet, and the preservation of our technology infrastructure.

The Department is divided into the following two divisions: Applications Support & Development and System Support Services.



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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:

- Executive Scorecard Project

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 Applications Division 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, the Applications Division 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

The Support Services Division currently provides service to over 2,000 personal computers, laptops, and mobile devices on the City's network and supports approximately 300 Servers (virtual and physical), over 300 network printers, the Storage Area Network architecture, Email Vaulting services, and Backup and Recovery Strategies. The Support Services Division 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 Support Services Division provides support to over 700 wireless devices, 18 Voice Over IP (VOIP) locations, over 1,100 desk phones, over 500 smartphones and tablets, and over 400 internet access wireless cards.

SIGNIFICANT ACCOMPLISHMENTS

- Completed the implementation and launch of the City's new Computer Aided Dispatch 911 system which includes a modern, highly available infrastructure with improved software features. The system supports all public safety efforts by Police, Fire and the City's 911 Call Center and positions the City to adopt future public safety technologies
- Implemented and maintained industry leading security technologies in a multi-faceted, layered approach to infrastructure cybersecurity. Additionally, new proactive measures and systems were deployed to ensure the City can maintain resiliency against growing threats to its critical services
- Developed and released a new module for the Miami Beach Resident Connect application to support the implementation of the Resident's Right to Know Ordinance



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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Developed and released applications to support the Practice Safe Renting initiative. The Check Your Renter application allows a property owner to search if their prospective renter has had a Short-Term Rental violation in the City. The Legal Rental Information Lookup tool allows an individual to search if a property is properly licensed for Short Term Rentals in the City
- Developed and implemented additional mobility and cloud offerings to enable City staff to improve response times and service to citizens while in the field. These tools have improved availability, collaboration, and security positioning the City to address disaster recovery efforts more effectively
- Developed and released enhancements to the Miami Beach eGov Platform to improve integrations with Cityworks, expand the information provided to the public on ticket status, and to enhance internal communications among departments
- Developed and released the Business Directory application to allow individuals to search for businesses which are licensed in the City
- Developed and implemented a secure and resilient citywide surveillance system to improve public safety and assist Miami Beach Police with law enforcement initiatives
- Performed all necessary scans on City servers to assess and remediate vulnerabilities as required by the Payment Card Industry (PCI) to ensure the City retains its security compliance certification
- Developed and released a web application that allows the City to process online payments for Police off-duty services

Major FY 2020 Initiatives:

The following is a list of major technology initiatives to be made by the IT Department:

- Continue to expand City services on mobile applications and online
- Continue to implement enhancements to security and network infrastructure to maintain cybersecurity, ensure PCI compliance, and preserve the availability of critical systems
- Implement a new Unified Communications Telephone system that is more resilient, reducing failure and replacement costs
- Launch new Resort Tax application to enhance tax payer's user experience by providing a modern, responsive interface and upgraded features, such as the ability to manage multiple accounts from a single login
- Continue to develop electronic forms and information digitization to enhance public interaction with City departments

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Develop and launch public facing dashboards for government transparency and open government initiatives
- Reduce the footprint of the colocation data center space by consolidating infrastructure and leveraging cloud technologies
- Augment the functionality of disaster recovery services and preservation of business continuity distributed services



CRITICAL SUCCESS FACTORS

The following have been identified as factors that are critical to the successful implementation of the FY 2020 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 in regards 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

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CRITICAL SUCCESS FACTORS CONT'D

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

FUTURE OUTLOOK

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