

# IT Strategic Plan



*January 28, 2020*

# Project Background

## Objectives

- 1. Identify the Current State of IT**
- 2. Define the desired Future State (or Target State)**
- 3. Build a three-year strategic roadmap that will guide the Town from the Current State to the Future State**

# Project Drivers & Scope

## Business Drivers

- Alignment of IT organization, initiatives and spend with Town's mission
- Legal and regulatory compliance
- Improved delivery of citizen services
- Maximized value, stability and security through improved processes and controls

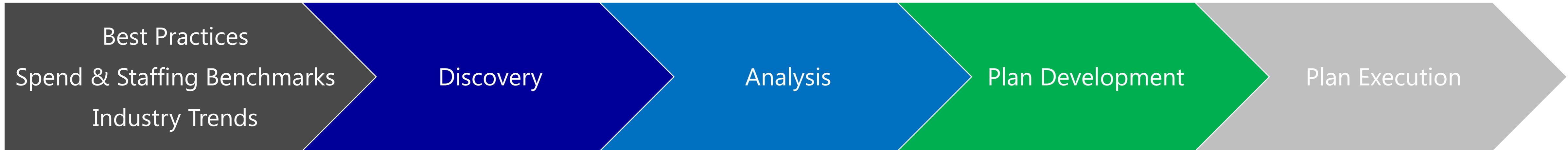
## Project Scope

- Departments
  - Town Hall Business
  - Public Safety
  - Public Works
  - Community Resources
  - Information Technology
- Domains
  - Infrastructure
  - Business Applications
  - IT Organization
  - Security & Governance

# Project Resources

Name	Title & Role	Entity
Melissa Arrighi	Town Manager, Project Sponsor	Town of Plymouth
Joseph Young	IT Manager, Project Lead	Town of Plymouth
Lynne Barrett	Finance Director	Town of Plymouth
Shelagh Joyce	Selectman	Town of Plymouth
David Knox	Director, Public Sector Markets / Sr. Consultant	GreenPages, Inc.
Rob Fitzgerald	Sr. Consultant, Risk & Compliance	GreenPages, Inc.
Mick Brems	Sr. Consultant, Data & Applications	GreenPages, Inc.
Mark Higgins	Sr. Consultant, Enterprise Record Management	GreenPages, Inc.
Pat Centanni	Sr. Consultant, Finance & Business Processes	GreenPages, Inc.

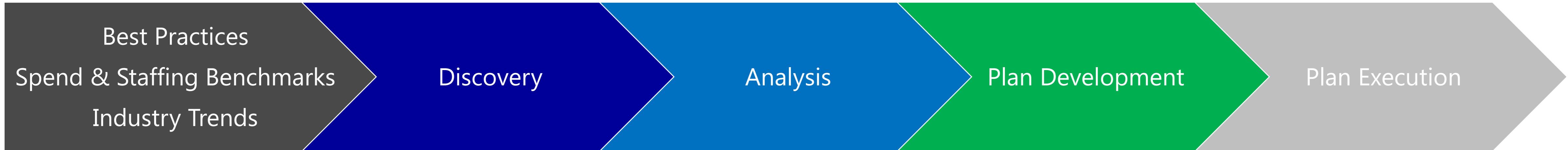
# Phases & Processes



## Discovery

- Identified the *Current State* of the Town's IT environment by performing the following tasks:
  - *Automated discovery of infrastructure using GreenPages' RECON Assessment platform*
  - *Reviewed CIO Business Survey Results*
  - *Conducted supplemental web survey and 1:1 interviews with over 35 department heads and division key stakeholders*
  - *Examined key IT sites, infrastructure, systems, services and assets*
  - *Identified & documented operational weaknesses, security risks, shadow IT and other issues*
  - *Collected and reviewed existing Town documentation, including budgets, contracts, SOPs, policies, etc.*
  - *Reviewed IT organizational structure, including shared services, 3<sup>rd</sup>-party services and vendor relationships*

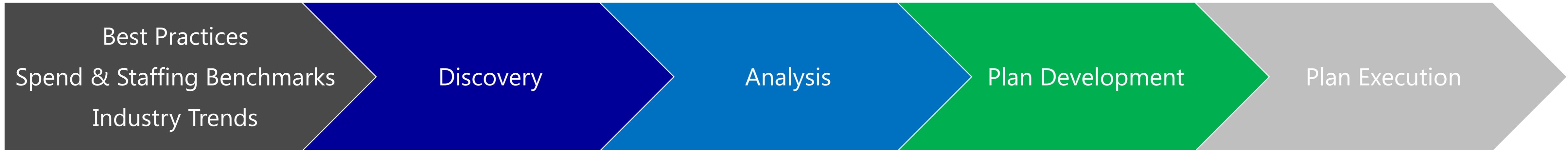
# Phases & Processes



## Analysis

- Identified the desired Future State of the Town's IT environment
- Identified the gaps between the Current State and the desired Future State by performing the following tasks:
  - *Assessed current IT environment, including infrastructure, applications, systems and services; identify gaps and opportunities to improve performance, security, stability and efficiencies*
  - *Assessed current IT investment processes, budget and spend; compared with industry benchmarks*
  - *Evaluated IT organization, operational processes, policies, standards, etc. and compared with leading best practice frameworks*

# Phases & Processes



## Plan Development

- **Identified initiatives that move IT from the Current State to the Future State**
- **Produced draft IT Strategic Plan that is built on these initiatives.**
- **Reviewed Draft Deliverable with Town Leadership, which included:**
  - *Recorded findings, issues, risks, etc. observed in Discovery*
  - *Recommendations for improvement*
  - *3-year IT Strategic Plan including prioritized roadmap and investment estimates*

# Discovery Questions ...

- What are the Leadership's current and future business and technology objectives, goals, and desires for the organization?
- What technologies and services are delivered by IT now?
- What current initiatives are underway, and planned in the next 6-12 months?
- What is the current Project Portfolio rationalization and prioritization approach?
- What gaps are there in the current IT services, IT operations, network/security and support infrastructure that will require remediation in order to meet the future vision state?
- What technologies or services are readily available to enhance the current IT services and spend or provide additional capabilities?
- How do we benchmark against best-in-class IT organizations in local government?
- What is the cost of enhancing, modifying or replacing the current infrastructure with emerging solutions?
- What are the benefits of utilizing emerging technologies and processes over current solutions in place?
- What is the roadmap forward, considering our opportunities and risks?

# Key Takeaways – Strengths

- Stable Infrastructure
- Strong Cybersecurity Posture
- Overall Satisfaction with IT Operations
- “Early Majority” Cloud Adoption
- Innovative Solutions
- Best-of-Breed Approach to Critical Systems & Services
- Tiered Ops enhanced through Managed Services

# Key Takeaways – Weaknesses

- Organizational Structure not aligned with Best Practice
- Decentralized Investment
- Significant Technology Deficit
- KTLO-Level Operations
- Limited Governance
- Major Project Backlog
- Extensive Shadow IT
- Siloed ERM & Obsolete Business Apps

# Current State IT Ops Assessment

## Current State

Low Maturity



### Level 1 Ad Hoc

- Reactive culture
- Ad hoc non-repeatable processes with no runbooks
- Low customer confidence – users call in to report outages
- Tower-based IT support
- High IT cost
- Lack of knowledge base, metrics & reporting
- Project backlog

## Target State, 2-3 Years

Market Leader



### Level 2 Repeatable

- Limited adoption of industry best practices
- Initial process finalization
- Effort towards tiered IT ops
- Effort towards standardization
- High cost of operation and variable customer confidence
- Minimal metrics & reporting

### Level 3 Defined

- Day-to-day process maturity
- IT is “First to Know”
- Tiered IT operations driven by knowledge base
- Standardization of operational runbooks
- Preventative maintenance resulting in lower outages
- Improved metrics, reporting

### Level 4 Managed

- Service Catalog driven
- Best practices in place
- Accountability to Service SLAs
- Process/runbook automation
- Application dependency mapping
- Deep metrics reporting & analysis
- Significant bandwidth for Tier 3 teams to work on projects
- High customer confidence

# Strategic Alignment – Strategic Goals

## STRATEGIC GOALS

- Align All IT Investment with Strategic Plan
- Establish and Maintain Full Regulatory Compliance
- Preserve and Protect Information Assets
- Optimize Critical Business Processes
- Formalize IT Governance
- Maximize Service Delivery Value & Quality
- Transform IT Business Relationships
- Improve Citizen Engagement & Satisfaction
- Support Town Business Continuity

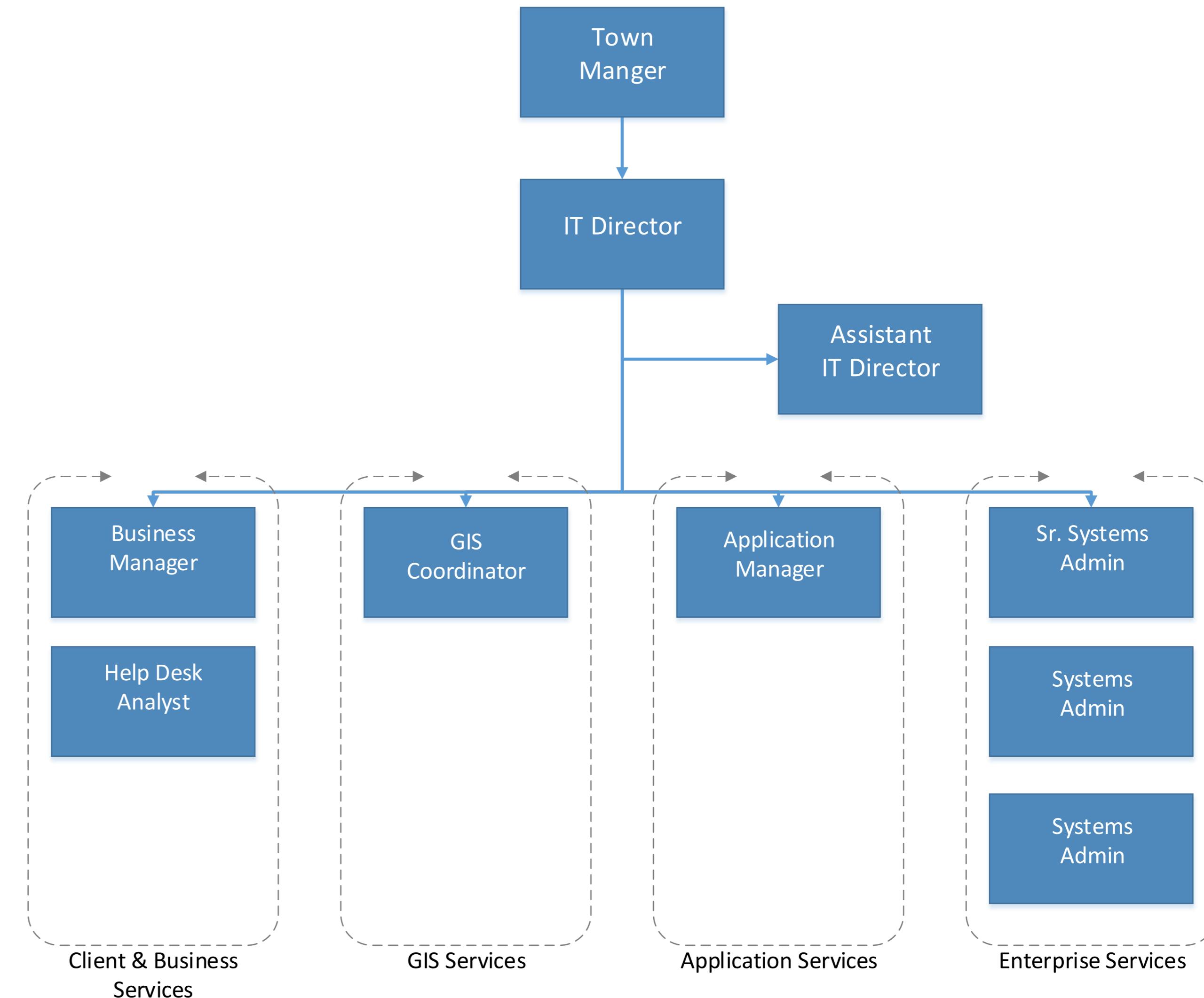
# Recommendations Summary

- *Total of 74 recommendations delivered to bring Plymouth IT to the desired future state conditions*
- *Recommendations covered all four domains (or pillars): Infrastructure, Business Applications, IT Organization, Security & Governance*
- *All are aligned with one or more Strategic Goals*
- *Primary focus on Efficiency, Value, Stability, Legal & Regulatory Compliance*

# Cost Summary by Start Year & Pillar

Yearly Totals By Start Year & Pillar	▼	2020 Cost	2021 Cost	2022 Cost	2023 Cost	Total Cost
<b>2020</b>		\$ 132,461	\$ 177,650	\$ 266,200	\$ 221,750	\$ 798,061
01 - Organization & Service Delivery		\$ 73,461	\$ 107,596	\$ 110,596	\$ 110,596	\$ 402,249
02 - Infrastructure		\$ 16,000	\$ 55,900	\$ 58,800	\$ 39,200	\$ 169,900
03 - Business Applications & Data		\$ 3,000	\$ (10,846)	\$ 61,654	\$ 36,654	\$ 90,462
04 - Security & Governance		\$ 40,000	\$ 25,000	\$ 35,150	\$ 35,300	\$ 135,450
<b>2021</b>		\$ -	\$ 1,361,607	\$ 1,304,447	\$ 946,097	\$ 3,612,151
01 - Organization & Service Delivery		\$ -	\$ 115,269	\$ 127,609	\$ 127,609	\$ 370,487
02 - Infrastructure		\$ -	\$ 944,350	\$ 853,350	\$ 555,000	\$ 2,352,700
03 - Business Applications & Data		\$ -	\$ 177,500	\$ 205,000	\$ 160,000	\$ 542,500
04 - Security & Governance		\$ -	\$ 124,488	\$ 118,488	\$ 103,488	\$ 346,464
<b>2022</b>		\$ -	\$ -	\$ 485,235	\$ 246,735	\$ 731,970
01 - Organization & Service Delivery		\$ -	\$ -	\$ 245,235	\$ 215,235	\$ 460,470
02 - Infrastructure		\$ -	\$ -	\$ 225,000	\$ 30,000	\$ 255,000
03 - Business Applications & Data		\$ -	\$ -	\$ 15,000	\$ 1,500	\$ 16,500
<b>2023</b>		\$ -	\$ -	\$ -	\$ 46,000	\$ 46,000
02 - Infrastructure		\$ -	\$ -	\$ -	\$ 46,000	\$ 46,000
<b>Grand Total</b>		\$ 132,461	\$ 1,539,257	\$ 2,055,882	\$ 1,460,582	\$ 5,188,182

# Proposed Target Organizational Structure of IT



## HARDWARE & SOFTWARE VENDOR SUPPORT

SOFTWARE MAINTENANCE, MANAGED SERVICES, CLOUD SERVICES

## FACILITIES SUPPORT

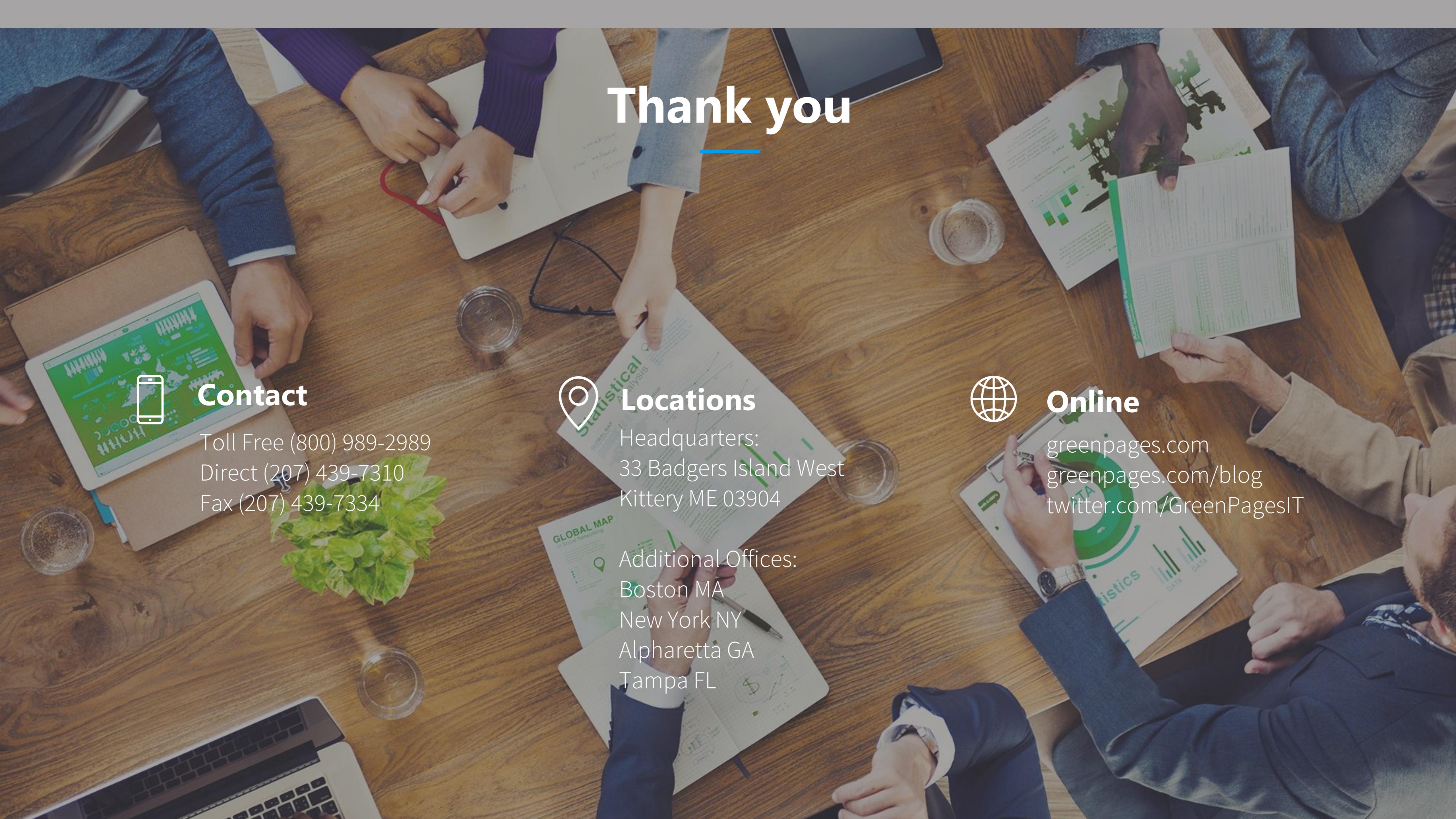
POWER, ACCESS CONTROL, CLIMATE CONTROL

# Key Recommendations, Year 1

The following summary recommendations were determined to be mission-critical for Year 1:

1. *Implement Organizational Changes*
2. *Implement Security Improvements*
3. *Implement Governance Improvements*
4. *Refresh Critical Infrastructure*
5. *Refresh the Strategic Plan – Iterate, Iterate, Iterate*

# Questions?



# Thank you

---

## Contact

Toll Free (800) 989-2989  
Direct (207) 439-7310  
Fax (207) 439-7334



## Locations

Headquarters:  
33 Badgers Island West  
Kittery ME 03904

Additional Offices:  
Boston MA  
New York NY  
Alpharetta GA  
Tampa FL



## Online

[greenpages.com](http://greenpages.com)  
[greenpages.com/blog](http://greenpages.com/blog)  
[twitter.com/GreenPagesIT](http://twitter.com/GreenPagesIT)