

Understanding Business Demand Summary of Findings

Deliverable No. 2.1 – Summary Findings from Initial Interviews and Workshops

Objective: Provide a synopsis of key takeaways from initial interview and workshops.

SECTION 1: Schedule of interviews and focus group meetings

Group	Attendees	Date
City's Management Leadership Team	Jim Spore	17-Jul
	Cindy Curtis	17-Jul
	Steve Herbert	18-Jul
	Dave Hansen	18-Jul
ComIT Leadership Team	Matt Arvay	18-Jul
	Kevin Fairley	18-Jul
	Deb McDaniel	19-Jul
	Rob Jessen	19-Jul
	Dan Constantineau	19-Jul
	Karen Havekost	23-Jul
	Ed Feeney	23-Jul
	Rob Atwood	23-Jul
	Matt Cernigliaro	23-Jul
Public Safety Workshop	<ul style="list-style-type: none"> • Emergency Communications and Citizen Services • Police • Fire • Emergency Medical Services 	22-Jul
Public Utilities/Public Works Workshop	<ul style="list-style-type: none"> • Public Utilities • Public Works 	22-Jul
Economic Workshop	<ul style="list-style-type: none"> • Agriculture • Convention and Visitors Bureau • Economic Development • Housing • Planning • Strategic Growth Areas 	25-Jul
Finance and HR Workshop	<ul style="list-style-type: none"> • Dave Hansen • Finance • Human Resources • Benefits • Budget and Management Services 	25-Jul
Human Services Workshop	<ul style="list-style-type: none"> • Human Services 	31-Jul
City Manager's Office Workshop	<ul style="list-style-type: none"> • Organization Development Office • Media and Communications Group • City Attorney • City Clerk • City Auditor • Volunteer Resources 	31-Jul
Cultural and Recreational Workshop	<ul style="list-style-type: none"> • Cultural Affairs • Museums 	1-Aug

Group	Attendees	Date
	<ul style="list-style-type: none"> • Parks and Recreation • Library 	
Officials Workshop	<ul style="list-style-type: none"> • Commissioner of Revenue • Real Estate Assessor • Treasurer • Clerk of Courts • Voter Registrar 	2-Aug

SECTION 2

Summary of key business objectives and ways IT may enable those objectives – based on MLT and ComIT Leadership Team interviews and workshops. These findings are organized in the seven main areas defined in the City’s StrategicPlan. Note that the findings in this document are not necessarily confirmed facts, but rather reflect the views and expectations of the individuals and groups that Gartner met with.

1. Cultural & Recreational Opportunities

1.1. Business Priorities:

- 1.1.1. Improve ability to offer and track different tiers of membership to constituents
- 1.1.2. Develop capability to track performance of recreation center classes – to better support ability to identify improvement areas and demand for new classes
- 1.1.3. Improve safety of recreation centers by enabling staff to determine when members enter and exit buildings.
- 1.1.4. Improve process collaboration across departments to improve efficiency
- 1.1.5. Provide cultural opportunities for constituents
- 1.1.6. Support the City’s objectives related to fiscal, social and environmental sustainability
- 1.1.7. Improve speed of processing customers into and through the Aquarium
- 1.1.8. Improve customer service through enhanced e-ticketing and automation capabilities
- 1.1.9. Generate additional revenues via the ability to sell memberships online
- 1.1.10. Perform cross-advertisement of services (e.g. if someone at a library checks out a book on fitness, they are notified about courses available at a recreation center)

1.2. How Technology Can Help:

- 1.2.1. Provide online self-service options for employees, citizens and visitors to buy tickets, make reservations, purchase memberships, ask questions, etc.
- 1.2.2. Improve ability to gather, manage and analyze data
- 1.2.3. Implement a customer relationship management system to improve responsiveness to citizens and visitors
- 1.2.4. Create a single facility card for each constituent to facilitate data collection and tracking of citizen activities across multiple departments (eliminate multiple duplicative cards)
- 1.2.5. Acquire and implement applications to support automation of current manual and paper-based business processes (e.g., ECM solutions with automated workflow)
- 1.2.6. Provide wireless access (hotspots) for guests and staff
- 1.2.7. Open up vb.gov to support more interactive capabilities

2. Economic Vitality

2.1. Business Priorities:

- 2.1.1. Make Virginia Beach the Mid-Atlantic Destination of Choice (for visitors/convention-goers)
 - 2.1.2. Streamline the intake and review of development plans received in the Development Services Center...and provide the means for customers/businesses to check the status of plans online.
 - 2.1.3. Leverage online surveys, collect spend data and data analytics to support additional revenue generate at the Convention Center
 - 2.1.4. Implement light rail within the City and throughout the Hampton Roads region
 - 2.1.5. Pursue development plans in Strategic Growth Areas
 - 2.1.6. Continue to capitalize on the “Buy Fresh Buy Local” movements
 - 2.1.7. Automate retail management business processes for the Department of Agriculture
 - 2.1.8. Enhance revenue collection and security capabilities within the Aquarium
 - 2.1.9. Reduce the amount of manual paper storage
 - 2.1.10. Enhance the City’s ability to file, manage and share engineering drawings electronically
 - 2.1.11. Streamline and automate City Planning business processes, including agenda development and management, protocol for approval of plans
 - 2.1.12. Provide the means for citizens/businesses to submit permit applications online
 - 2.1.13. Track and measure results of sustainability and other comprehensive plans
 - 2.1.14. Reduce number of citizen calls into the office by providing citizens and businesses to check status, ask questions, etc. on line.
 - 2.1.15. Develop and adopt a common permitting process across the Hampton Roads region
 - 2.1.16. Collect City demographics data and perform trend analysis
 - 2.1.17. Make it easier for customers to pay for services using credits cards
 - 2.1.18. Expand marketing of public information via vb.gov.com
 - 2.1.19. Provide the means for City staff to conduct meetings virtually with both internal and external stakeholders
 - 2.1.20. Enable the City’s mobile workforce to more simply and effectively record and access data...and enable better connectivity with business partners
 - 2.1.21. Enhance information sharing capabilities with citizens, employees and business partners
- 2.2. How Technology Can Help:
- 2.2.1. Provide a one-stop-shop for citizens to manage and pay bills electronically (online or via kiosks)
 - 2.2.2. Improve GIS maps to assist with business development strategies, information exchange, data analytics and reporting
 - 2.2.3. Enable Accela to integrate with and read maps from GIS web services
 - 2.2.4. Expand use of Accela to help automate City Planning business processes
 - 2.2.5. Provide better fiscal and economic impact modeling applications
 - 2.2.6. Provide automated capability to share plans and design documents as they go through the planning review and approval process
 - 2.2.7. Implement point-of-sale system for Department of Agriculture
 - 2.2.8. Enhance Aquarium ticketing application and security via online or kiosk access
 - 2.2.9. Continue working to upgrade RACs infrastructure, tax parcel layer
 - 2.2.10. Enable City workers to access system data via mobile devices
 - 2.2.11. Improve access to financial reporting and transactional data
 - 2.2.12. Provide support for departments that manage their own databases (e.g., Access)
 - 2.2.13. Assess proposed IT projects for the potential to impact and benefit other City Departments
 - 2.2.14. Provide visibility into technology that other departments are leveraging to reduce duplication and reinvention

- 2.2.15. Evaluate cloud computing for data and document management
- 2.2.16. Keep current with software versions for critical City applications
- 2.2.17. Implement enhanced unified communications and collaboration technology
- 2.2.18. Become a multi-platform shop (e.g. support Apple), particularly for mobile
- 2.2.19. Unlock vb.gov to improve marketing and search engine capabilities
- 2.2.20. Move away from “enterprise approach to anything and everything”; enable a degree of specialty applications
- 2.2.21. Offer training to help maximize the utility of available City technologies (e.g. SharePoint) – for new (onboarding) and existing employees
- 2.2.22. Clearly define ComIT services and the specific individual(s) City Departments should contact for help
- 2.2.23. Provide each Department with a dedicated IT liaison to become a subject matter expert in the Department’s business
- 2.2.24. Provide a training course on how to run reports from Oracle
- 2.2.25. Improve constituent self-service capabilities to meet the high expectations of current and potential citizens and business partners
- 2.2.26. Implement community analysis software to help obtain demographic data that can be merged with call center data for analytical purposes

3. Family & Youth Opportunities

3.1. Business Priorities:

- 3.1.1. Ensure continued funding of programs, passing of related audits, through effective data capture, information sharing and overall management (context – the City is currently facing the potential of losing \$50M in funding for the food stamp program due to deficiencies rooted in technology)
- 3.1.2. Provide the means to accurately, effectively and efficiently submit report to the State for various programs
- 3.1.3. Improve ability to assess current and historical performance for City programs
- 3.1.4. Ensure continued funding
- 3.1.5. Prepare to accommodate requirements of the Affordable Care Act
- 3.1.6. Increase capacity to manage case load information

3.2. How Technology Can Help:

- 3.2.1. Provide improved integration between City and State systems
- 3.2.2. Upgrade applications to keep up with the latest versions, and required capabilities
- 3.2.3. Provide better analysis, reporting and planning tools
- 3.2.4. Evolve ComIT into a Department that helps the City attract and retain talent that expects to work in a high technology environment
- 3.2.5. Ability to aggregate data across different Departments
- 3.2.6. Automated records management and risk management capabilities
- 3.2.7. Modeling and analytics that will assist with understanding impacts of programs on staffing
- 3.2.8. Enable the mobile workforce through more advanced mobile computing options
- 3.2.9. Improve process for exploring new projects with ComIT without incurring high study costs
- 3.2.10. Implement kiosk system to help triage and troubleshoot requests from citizens seeking health services
- 3.2.11. Provide open and easier access to data to enable management, evaluation and reporting of City programs
- 3.2.12. Enable cross-Department data integration to improve data collection and process efficiency

4. Quality Education & Lifelong Learning

4.1. Business Priorities:

- 4.1.1. Continue to be a leader in early literacy
- 4.1.2. Foster partnership with Tidewater Community College to promote lifelong learning
- 4.1.3. Become more proactive in citizen engagement and in bringing citizens together
- 4.1.4. Increase interactive capability and utilization of Virtual Town Halls
- 4.1.5. Improve operational efficiency, customer service and safety
- 4.1.6. Develop an understanding of community technology capabilities and limitations to enable Library Services to be of better service

4.2. How Technology Can Help:

- 4.2.1. Provide reliable bandwidth to Library facilities
- 4.2.2. Automated enterprise records management
- 4.2.3. Develop and implement mobile applications
- 4.2.4. Enable development and use of a Common Access Card that citizens can use to access City facilities

5. Quality Organization

5.1. Business Priorities:

- 5.1.1. Enhance operational efficiency and productivity through business process automation, improved management access to data, cross-Departmental information transparency, tighter financial controls and advanced risk management tools
- 5.1.2. Centralize communication activities/organization to resolve current affects of decentralization and misalignment
- 5.1.3. Eliminate or reduce the number of City applications and tools that provide duplicative functionality
- 5.1.4. Achieve a paperless environment, where feasible and within the parameters of the law
- 5.1.5. Transition to payment of payroll in arrears
- 5.1.6. Identify and provide volunteer opportunities to citizens that want to offer time and services
- 5.1.7. Improve contact management with citizens (360 degree record of prior calls, inquiries, services, etc.)
- 5.1.8. Efficiently conduct internal audits and investigations
- 5.1.9. Make the City a model city for the Code for America Brigade – an organization that aims to improve relationships between citizens and government; helps governments restructure to create low-risk settings for innovation, engage citizens to create better services, and support ongoing competition in the govtech marketplace
- 5.1.10. Improve integration between finance, HR and payroll systems
- 5.1.11. Make budget information more easily accessible to the public
- 5.1.12. Reengineer and automate the current processes for developing and managing the budget
- 5.1.13. Become a more data-driven decision-making organization, focusing on the use of benchmarks and metrics
- 5.1.14. Be a quality employer with the ability to attract and retain top talent
- 5.1.15. Prepare the City for doing business with global supplier and vendors

5.2. How Technology Can Help

- 5.2.1. Improve mobile computing capabilities and mobile applications
- 5.2.2. Provide tools to enable leveraging and analysis of social media
- 5.2.3. Implement a Municipal Area Network
- 5.2.4. Deploy tools that provide data mining and analysis capabilities, and provide enhanced access to data

- 5.2.5. Implement unified communications and collaboration tools
- 5.2.6. Become a more data-driven IT organization
- 5.2.7. Enhance the effectiveness of the ComIT Project Management Office
- 5.2.8. Develop a mobile strategy for the City that encompasses workforce, citizen mobility, to improve data access, tracking and monitoring
- 5.2.9. Implement a citizen/customer relationship management application
- 5.2.10. Provide technologies to enable more citizen, visitor, business and Department staff to directly access selected City services or information (online self-service)
- 5.2.11. Develop a business analysis framework that will focus on reengineering business process as a part of technology changes
- 5.2.12. Provide Multimedia Services with reliable, high speed network access and the ability to cablecast in HD
- 5.2.13. Implement a City-wide scheduling and timekeeping system
- 5.2.14. Provide improved user based IT onboarding training
- 5.2.15. Improve ability to keep current with software versions
- 5.2.16. Provide training for SharePoint functionality and standards, and develop an FAQ set
- 5.2.17. Provide capability to publish press releases remotely
- 5.2.18. Automate the Accounts Payable business process across all City departments
- 5.2.19. Provide more training and marketing, internally, of capabilities that are in the applications across the City
- 5.2.20. Assess opportunity for Schools to transition to the City's budget software
- 5.2.21. Implement a custom litigation poll tool

6. Quality Physical Environment

6.1. Business Priorities:

- 6.1.1. Conduct efficient inventory condition assessment of public infrastructure through improved asset management capabilities
- 6.1.2. Improve waste collection and management through improved routing and lifecycle management of landfills
- 6.1.3. Build and operate buildings in more energy efficient ways to reduce the City's environmental footprint
- 6.1.4. Develop strategies to address threats to property due to sea level rise
- 6.1.5. Maximize current transportation system and reduce travel time through improved system flow and leverage of advanced transportation planning tools
- 6.1.6. Address aging infrastructure through improved planning and optimization
- 6.1.7. Streamline licensing and permitting business processes (environmental review processes are particularly painful to property developers)
- 6.1.8. Online code enforcement business process capabilities via Accela
- 6.1.9. Transition zoning enforcement business process capabilities into Accela to enable improved data recording and field capabilities
- 6.1.10. Respond faster to issues reported by citizens (social media has driven increased expectations for responsiveness)
- 6.1.11. Improve access to information, particularly regarding work order management data
- 6.1.12. Avoid costs associated with manual meter-reading by implementing more smart metering across the City
- 6.1.13. Identify ways to better leverage City data that is being collected and currently underutilized

6.2. How Technology Can Help:

- 6.2.1. Implement a Citizen Concern and Request System to enable online submission of issues
- 6.2.2. Modernize and expand billing function, including electronic billing
- 6.2.3. Deploy automated and smart meter reading tools and technologies; these will provide real-time data and help to expand the current smart metering program
- 6.2.4. Expand mobile computing for Hansen and GIS applications
- 6.2.5. Enable automated work order management
- 6.2.6. Provide improved capabilities within the SCADA application to share and collect data
- 6.2.7. Modernize records management systems
- 6.2.8. Implement document management system
- 6.2.9. Enable flexibility and speed in implementation of specialized applications
- 6.2.10. Provide alternative solutions to Access databases used for task tracking and management of rates and costs
- 6.2.11. Modernize PPATSPATS application to improve reporting on approved CIP projects
- 6.2.12. Enable real time project reporting on financial data stored in Oracle
- 6.2.13. Develop and deploy mobile applications for more efficient issues reporting by citizens
- 6.2.14. Implement improved storage solution to help to alleviate disparate and unconventional data storage practices
- 6.2.15. Improved SharePoint training and design; leverage additional functionality per business requirements
- 6.2.16. Deploy a transportation modeling tool

7. Safe Community

7.1. Business Priorities:

- 7.1.1. Address rising sea level with comprehensive study and simulation tools to understand impacts timeline
- 7.1.2. Integrated Public Safety Initiative to enhance measurement of quality and speed of responses
- 7.1.3. Automate and improve key business processes, including scheduling and deployment
- 7.1.4. Attract, hire and retain top talent
- 7.1.5. Improve intra-Departmental coordination and communications
- 7.1.6. Stay on leading edge of research and data for safety and enforcement best practices
- 7.1.7. Centralize 311 contact center operations
- 7.1.8. Share data across Departments, particularly Courts
- 7.1.9. Effectively engage citizens for feedback, education and prevention
- 7.1.10. Reduce the City's costs related to incarceration, by providing better ability to conduct real-time reporting and tracking of individuals of probation
- 7.1.11. Improve the ability to monitor and measure the size and location of the City's homeless population
- 7.1.12. Better understand demographic trends, including pre-trial probation activities, crime data and general population analyses
- 7.1.13.

7.2. How Technology Can Help:

- 7.2.1. Complete Integrated Public Safety initiative to enable real-time data analysis and systems integration
- 7.2.2. Implement emergency backup communications system
- 7.2.3. Develop and deploy a Citizen Concern and Request system
- 7.2.4. Implement monitoring cameras on the Ocean Front
- 7.2.5. Provide state-of-the-art tools to assist with attracting and recruiting talent
- 7.2.6. Implement tools to manage and track social media activity
- 7.2.7. Deploy false alarm reduction system

- 7.2.8. Implement Photo Safe to increase compliance with red lights
- 7.2.9. Enable electronic ticketing and payment
- 7.2.10. Provide mobile tools and applications to enable field reporting
- 7.2.11. Implement a redundant radio system
- 7.2.12. Investigate use of Integrated Voice Response technology to enable Smart 911 initiative
- 7.2.13. Provide centralized reporting and data analytics capabilities
- 7.2.14. Implement citizen customer relationship management system to assist with improved customer service and more effective call management
- 7.2.15. Deploy automated scheduling technology
- 7.2.16. Continue with replacement of MDT's in police vehicles

SECTION 3:

The section provides a summary of key observations / perceptions related to ComIT's current capabilities (strengths / weaknesses) in organization and staff capability, use of technology and maturity of IT processes. Note that the findings in this section are not necessarily confirmed facts, but rather reflect the views and expectations of the individuals and groups that Gartner met with.

1. Organization and staff capability

1.1. Strengths

- 1.1.1. ComIT has recently developed a reputation for improved responsiveness and customer focus
- 1.1.2. The Information Security and GIS teams have excellent track records among customers, particularly regarding ability to understand context of client issues
- 1.1.3. Overall, the technical talent within ComIT is perceived as very good
- 1.1.4. ComIT is seen as having very capable, courteous and hard working resources
- 1.1.5. Helpdesk / System Support team has become more responsive and excellent in providing service on Tier 1 issues; characterized as user-friendly and timely
- 1.1.6. Applications governed by the Advisory Groups are working well; this model should be expanded
- 1.1.7. Many staff have achieved minimum certification levels within their areas of specialty
- 1.1.8. ComIT is becoming better at listening to customer issues and concerns
- 1.1.9. Web team has been characterized as "incredible" for the work they've done with so few resources
- 1.1.10. Business Application Specialists and other Department-focused analysis demonstrate a strong knowledge of key business issues; this model, where it exists, is perceived as an internal best practice

1.2. Opportunities for Improvement:

- 1.2.1. ComIT needs to enhance the talent pipeline at all levels of the organization
- 1.2.2. Focus on development of leadership skills, with emphasis on collaboration and communication; there is a perception that most of ComIT's current managers were promoted based on technical ability but never trained as leaders
- 1.2.3. Foster an improved understanding and awareness, throughout ComIT, of the City's strategic plan; this will help ComIT to better communicate the value of IT to upper level management and to "speak the language of the business" in funding requests
- 1.2.4. ComIT needs a strategic plan that provides a clear linkage to the City's strategy; this needs to be communicated to ComIT staff to help instill a sense of purpose and direction
- 1.2.5. ComIT needs to work towards stronger, more collaborative relationships with the other City Departments it supports; providing a dedicated resource to each Department to enhance knowledge of business issues, and overall communication and collaboration would help
- 1.2.6. Become more proactive regarding innovation, and helping Departments to envision the future of technology; help Departments understand what other municipalities are doing
- 1.2.7. Become more oriented toward helping the customer and envisioning the future
- 1.2.8. ComIT is still perceived by many as inflexible, non-agile
- 1.2.9. Concern that staff skills are technically outdated in some areas; this linked to the concern regarding limited funds for training
- 1.2.10. Perceived resource shortages are limiting ComIT and its ability to provide excellent customer service to the Departments, particularly in the areas of System Support

- 1.2.11. ComIT's organization structure seems complex and disjointed; belief that there needs to be a Department-level customer management role and that managers need to align from a customer service perspective; address perceived misalignment of Multimedia Services, and Disaster and Business recovery groups
- 1.2.12. ComIT needs to be reorganized to break down silos that make it difficult and confusing for Departments; facilitate enhanced communication with ComIT as well
- 1.2.13. Concern about the ratio of consultants to full-time staff, particularly regarding contractor turnover and the subsequent knowledge drain
- 1.2.14. Organization needs to do a better job of learning the business of the Departments it serves and providing more focused support
- 1.2.15. Become a more "systems thinking" organization that evaluates impacts and benefits across the enterprise
- 1.2.16. Information Security can improve communications to alleviate concerns that they are simply "slowing things down"
- 1.2.17. Staff titles need to be modernized to enable improved recruiting, as well as provide a better match between experience and salary; this will help enable formalize career development
- 1.2.18. Lack of resource capacity planning and a skills repository impact ComIT's ability to be responsive and properly staff projects
- 1.2.19. Concern that personal relationships are taking precedence over consistent customer service, resulting in inconsistent application of policies and procedures
- 1.2.20. ComIT is perceived as too reliant on particular individuals, vulnerable from a single point of failure standpoint
- 1.2.21. System Support needs to improve performance regarding management of non-Tier 1 issues

2. Technology

2.1. Strengths:

- 2.1.1. Accela is regarded as a very strong application; City Planning would like to leverage it further
- 2.1.2. VBGov.com is seen as a well developed website; something for the City to be proud of
- 2.1.3. The recent Windows 7 migration experience was positively received across most of the City
- 2.1.4. When ComIT pushes software updates, customers state that it is generally a positive experience
- 2.1.5. The overall ComIT toolset is perceived as the most advanced of any municipality within the Hampton Roads region
- 2.1.6. Customers can always count on reliable computer and network access
- 2.1.7. Information Security is recognized priority and the tools are seen as superior
- 2.1.8. Access to, and ease of use of, printers, copiers and other multi-function devices has improved
- 2.1.9. SharePoint is recognized across all internal constituents as a tremendous tool which can be leveraged in many more ways
- 2.1.10. Ability to access the network and data remotely has improved

2.2. Opportunities for Improvement:

- 2.2.1. The amount of customization within the Oracle environment has limited opportunities to leverage existing, valued-added functionality
- 2.2.2. SharePoint, as currently deployed, is limiting – it's current design does not provide sufficient opportunities for sales, advertising, marketing, and other business

- development functions to capitalize on the tool; more training needs to be provided by ComIT
- 2.2.3. The Hansen application needs to be enhanced; asset management functionality needs to be deployed
- 2.2.4. Customers would like to see improved map layers and defined ownership of data within GIS
- 2.2.5. ComIT needs to improve the number of highly available / redundant systems for purposes of continued customer service
- 2.2.6. Improve accessibility and usability of all city systems
- 2.2.7. Customers need improved reporting capabilities, specific areas include payroll and overtime, and the tools to intuitively manipulate and analyze data
- 2.2.8. The current and future infrastructure platform and direction of ComIT needs to be flexible in account for implementation, maintenance and support of specialized applications
- 2.2.9. ComIT needs to do a better job of keep applications current, in accordance with needed capabilities and maintenance agreements that Departments are funding; this represents a conflict with ComIT's current directive to reduce the use of specialty applications
- 2.2.10. In addition to keeping specialty applications current, ComIT needs to similarly manage enterprise applications such as Oracle and SCADA
- 2.2.11. Improved technology support for remote sites, including museums and after school recreational programs located in schools
- 2.2.12. Telephones have been down more lately; the reliability of the current system needs to be addressed
- 2.2.13. Power users need to be identified within each Department – these individuals will have greater degree of local administration rights to support their Departments
- 2.2.14. ComIT needs to look into a way to provide sufficient support to Departments that heavily leverage Microsoft Access databases to run their business
- 2.2.15. Concern regarding lack of tools that enable real-time access to data
- 2.2.16. ComIT needs to become more proactive in learning about and communicating innovations in the market that may be of value to the City

3. Processes

3.1. Strengths:

- 3.1.1. Departments perceive the Heat Ticket process as enabling sufficient response times
- 3.1.2. Last computer replacement process was perceived as a success across the City
- 3.1.3. The operations center is seen as doing an excellent job for printing bills
- 3.1.4. The amount of internal reviews conduct by ComIT is perceived, by some, as a good business practice
- 3.1.5. Perception that ComIT's project management, SDLC, and configuration management processes are mature and effective; experiences with Agile and Scrum have been received positively
- 3.1.6. Internal belief that team has improved in documenting business processes
- 3.1.7. ComIT does a good job communicating planned system downtimes across the City
- 3.1.8. The internal security policies and procedures are perceived as very strong

3.2. Opportunities for Improvement:

- 3.2.1. ComIT is perceived as charging customers too much for services, particularly regarding analysis of different project opportunities from Departments – the organization needs to improve transparency, communication and ease of understanding regarding all charges to Departments; there needs to be more clarity regarding the process of deriving charges

- 3.2.2. Concern that a lack of a service catalog will present challenges to new employees in terms of finding documents
- 3.2.3. The portfolio and project management processes provides opportunity for significant improvement; specific improvement areas include more inclusion of Department stakeholders, simplifying and providing end-to-end clarity, how projects are analyzed, accepted, initiated and prioritized, cost estimation and budget management
- 3.2.4. Additionally, customers seek to have greater visibility into project schedule development, deliverable development and sign-off, and overall improvement in turn business needs into technical requirements
- 3.2.5. ComIT needs to have a process that efficiently accounts for scenarios where a lot of the analysis work – business needs, objectives and estimated costs – has already been performed by the Department
- 3.2.6. ComIT needs to become more of a “systems thinking” organization with processes that identify and facilitate opportunities for departments to work together and potentially collaborate on systems development initiatives
- 3.2.7. Departments would like to have more visibility into the Heat ticket support process; specifically, customers would like to better understand the process for how issues are handled and escalated, knowledge of who has been assigned the issue, and the information that is documented on the ticket; there is also an opportunity to improve how solutions are documented to enable efficient resolution of recurring issues; customers would also like the ability track and monitor tickets themselves
- 3.2.8. Customers would like to see a process that proves prioritization of identified quick fixes to support issues
- 3.2.9. There are competing concerns regarding the CIP process – IT can do a better job of linking projects to City strategy and community benefit to enhance position of projects against other “brick and mortar” initiatives where the benefit is more tangible, yet there is concern that IT should be assessed separately from other initiatives; there is concern that this current funding mechanism creates inequality amongst different Departments
- 3.2.10. ComIT needs to do a better job of collaborating with the Departments to understand upcoming IT needs to help address the issue of, in many instances, not having enough time to thoroughly research and investigate requests
- 3.2.11. After acceptance of CIP projects, ComIT, and the City overall, need to do a better job of tracking performance and monitoring the actual versus expected return on investment
- 3.2.12. Perceived inequality amongst how Departments and particular individuals are treated; process discipline; Internal concern that departments with their own money will be problems regarding adoption of future technology standards
- 3.2.13. Alternatively, ComIT processes are perceived as too strict and inflexible that do not adequately consider exceptions
- 3.2.14. ComIT needs to develop and communicate a process for helping Departments to keep up with innovation and the capabilities that will enable desired business requirements; Departments also expect IT to have a process in place to consistently make them aware of innovations available and what ComIT is investigating; some Departments have stated a desire for a technology roadmap specifically focused on their needs
- 3.2.15. Development of a strategic plan and roadmap that will account for proper upkeep of enterprise and specialty applications
- 3.2.16. The process for policy changes and related communications needs to be improved
- 3.2.17. Concern regarding the perceived lack of governance and support processes; current design review board is criticized for being too closely aligned with Microsoft

- 3.2.18. Concern about issues adhering to accounting / cash management policies
- 3.2.19. Internal concern over packaging: lack of people doing it, more demand than capacity, been unsuccessful at developing internal staff to perform this
- 3.2.20. Mobile application development processes need to be matured
- 3.2.21. ComIT needs to work with the Departments to establish a formal process for management of business process documentation