

City of Corpus Christi Technology Plan

2009/2010

During the 2008/2009 fiscal year, MIS completed 157 projects. Many of those were projects that emerged as we considered what was required to meet the goals we established for that year. Many others, however, were undertaken at the request of operating Departments or by MIS to address specific needs that may not have been directly related to those goals. A theme that emerged from that work was “Fixing the Foundation”.

This year our emerging theme is “Harvesting Value”. The overwhelming driver for this is the recognition that 2009/2010 is a difficult budget year and that next year is not likely to be much better.

We have made substantial progress in improving our technology infrastructure and MIS operations, and we are turning our focus to increasing the value that we receive from the technology investments that the City has made during the past several years.

We will be looking for ways that we can continue to control and even reduce MIS costs. We will also engage operating Departments in helping find ways that their operations can be improved, and their own costs contained by the application of technology.

We will be working to assure that we are making maximum use of the software applications, systems and networks that we support. We will be looking hard at open source applications that may allow us to continue to improve for much lower investment and support costs than is possible with commercial software. We will continue to look for opportunities to move systems to hosted environments (Software as a Service) to lower our support costs and reduce the amount of physical infrastructure that we must manage.

We will begin working toward development of a “business warehouse” that will allow us to use the tremendous amounts of data that we collect in new and different ways. We have already started deploying an open source document management system that will give us a new tool for managing unstructured data more effectively. We will move into storage management and archiving to control the cost of managing ever-increasing amounts of data and documents.

We will continue to improve both our wired and wireless networks, continuing work we began last year. These networks are the lifeblood of our information systems and we will continue to improve their operation. We will also look to find new ways to use them, by adding applications and by developing agreements with third parties to extend their value.

We will also continue to improve the security of our systems and data. We have requested federal funding for a data center/Disaster Recovery facility, we have a number of security policies in draft form, and we continue to strengthen our electronic defenses. During the coming year we will examine our status in relation to compliance requirements and incorporate necessary processes into our data management systems.

In 2005, Northrup Grumman provided the City with a "Technology Road Map". All of the suggested improvements and nearly all of the specific projects contained in that document have been completed. We will engage the operating Departments in a process that will result in guiding document that will establish the City's technology direction for the immediate future. This document may not result in the identification of specific goals, but should identify guiding principles and methodologies that can be used to guide the activities of MIS and provide a process for evaluating proposed technology investments.

As was the case last year, the specific strategies and activities related to each goal may change substantially during the course of the year. As knowledge is gained, some strategies may be abandoned and others may result in the creation of multiple projects. "Targets of opportunity" may cause MIS to revise priorities in order to take advantage of economic or technical opportunities that were not foreseen at the beginning of the year.

Departmental- and MIS-specific projects that were not completed during FY2008/2009 will be carried over to 2009/2010 and will be included in a similar listing of those projects for the coming year.

2009 -2010 Goals

Harvesting Value

1. Contain and reduce costs in MIS and help other Departments find savings opportunities.

- a. Develop contract management processes and seek opportunities for savings.
- b. Develop use of integrated cellular/Wifi phones
- c. Consider deploying Wifi-only communications devices
- d. Drive as many transactions and applications as possible to the Web
- e. Seek open source alternatives to commercial software, and deploy when appropriate
- f. Consider hosted applications, including e-mail
- g. Implement virtual desktops where appropriate
- h. Determine life cycle terms and implement use for leasing options for network equipment.
- i. Remove End-of-Life equipment from maintenance.
- j. Continually consult with operating Departments to identify technology-based savings opportunities

2. Derive greater value from the City's Enterprise software systems.

- a. Develop a stronger GIS presence, particularly on the Web
- b. Evaluate moving away from Novell
- c. Analyze areas where open source alternatives to commercial applications can be deployed
- d. Consolidate services: Start de-duplication of services MIS has available and that departments are also providing.
- e. Consolidate systems: Video systems, ITS
- f. Consolidate Applications: Review Departmental applications for opportunities to reduce number of applications supported
- g. Investigate unused functionality in enterprise applications to determine whether we are maximizing use

3. Continue improvements to our wired and wireless networks.

- a. Complete Fiber to ON Stevens Water plant
- b. Finalize TelWest fiber-sharing agreement
- c. Finalize agreement with Port of Corpus Christi to share fiber and services
- d. Continue conversion of wired network to Layer 3
- e. Upgrade EOC VSS cluster
- f. Develop Holly Pump station core and VSS cluster

- g. Install dual-channel Wifi gateways to improve system performance
 - h. Complete Wifi implementation to support AMR
 - i. Equip additional vehicles with mobile routers
 - j. Add additional applications to WiFi system
 - k. Establish public access hot zones at remaining Recreation and Senior Centers
 - l. Implement infrastructure required to support mobile video
 - m. Move maintenance window to new dates that include times for fiber repairs
- 4. Develop and implement a method for managing unstructured and structured data to derive greater value from that data.**
- a. Deploy Alfresco document management application on a Departmental basis
 - b. Consult with Departments to develop a plan for developing a business warehouse
 - c. Determine whether existing applications (Oracle/SQL Server) can provide required functionality
 - d. Evaluate open source tools to determine whether they can provide required functionality
 - e. Develop standards for managing data storage
 - f. Implement archiving for e-mail and other data
- 5. Improve the City's data protection and disaster recovery capability.**
- a. Implement ITIL/ITAM asset management
 - b. Establish standards for equipment closet security and physical access
 - c. Develop UPS policy
 - d. Adopt security policies
 - e. Fund and design a disaster recovery site/data center at the International Airport
- 6. Develop a technology plan that will provide ongoing guidance for MIS activities and the City's technology investments.**
- a. Publish MIS service catalog
 - b. Develop process for identifying enterprise and Departmental technology requirements
 - c. Develop plan to post budget information in order to view what a particular department has planned for the Fiscal Year.