



# **TECHNOLOGY ASSESSMENT** ***GARTNER BEST PRACTICES DRIVEN***

***INFORMATION TECHNOLOGY DEPARTMENT***

**CITY OF PALM COAST**

**JULY 2019**

**Gartner.**

**“Together with our clients, we fuel the future of business so that a more successful world takes shape.”**

# GARTNER ASSESSMENT PROCESS FOUNDED ON CITY STRATEGIC PRIORITIES

**Enhance & Expand Citizen Experience**

**Increase Efficiency & Access**

**Ensure Security**

**Enhance Digital Capabilities**

# **THIS PRESENTATION IN PARTNERSHIP WITH GARTNER CONSULTING WILL PROVIDE**

**Gartner Consulting & Analysis Model Used for Assessment**

**Application Portfolio Inventory & Yearly Investment**

**Assessment of Business Applications Fit/Health & Futures**

**Short and Long Term Direction & Investment Strategy**

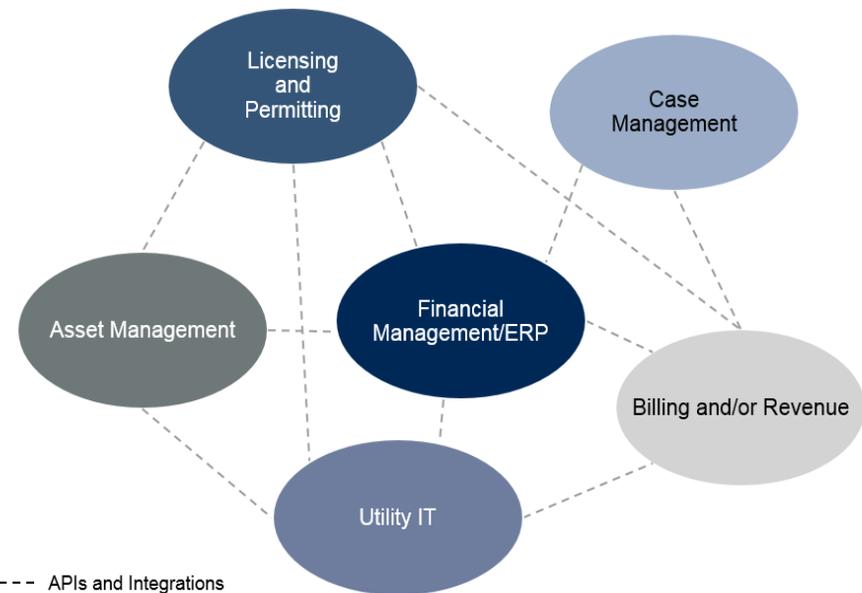
# GARTNER ASSESSMENT OF THE LANDSCAPE

## POSITION RESEARCH

- “*Select Applications That Further Your Digital Government Technology Platform Priorities*” – Dec 2018
  - *What are DGTP?*
  - *What are the core platforms to be considered?*
  - *What are the opportunities & constraints in building a successful DGTP?*
  - *What strategy does Gartner recommend building?*

## BUSINESS DRIVERS

### Application Suites Evolved to Automate Diverse Processes in Government



---- APIs and Integrations

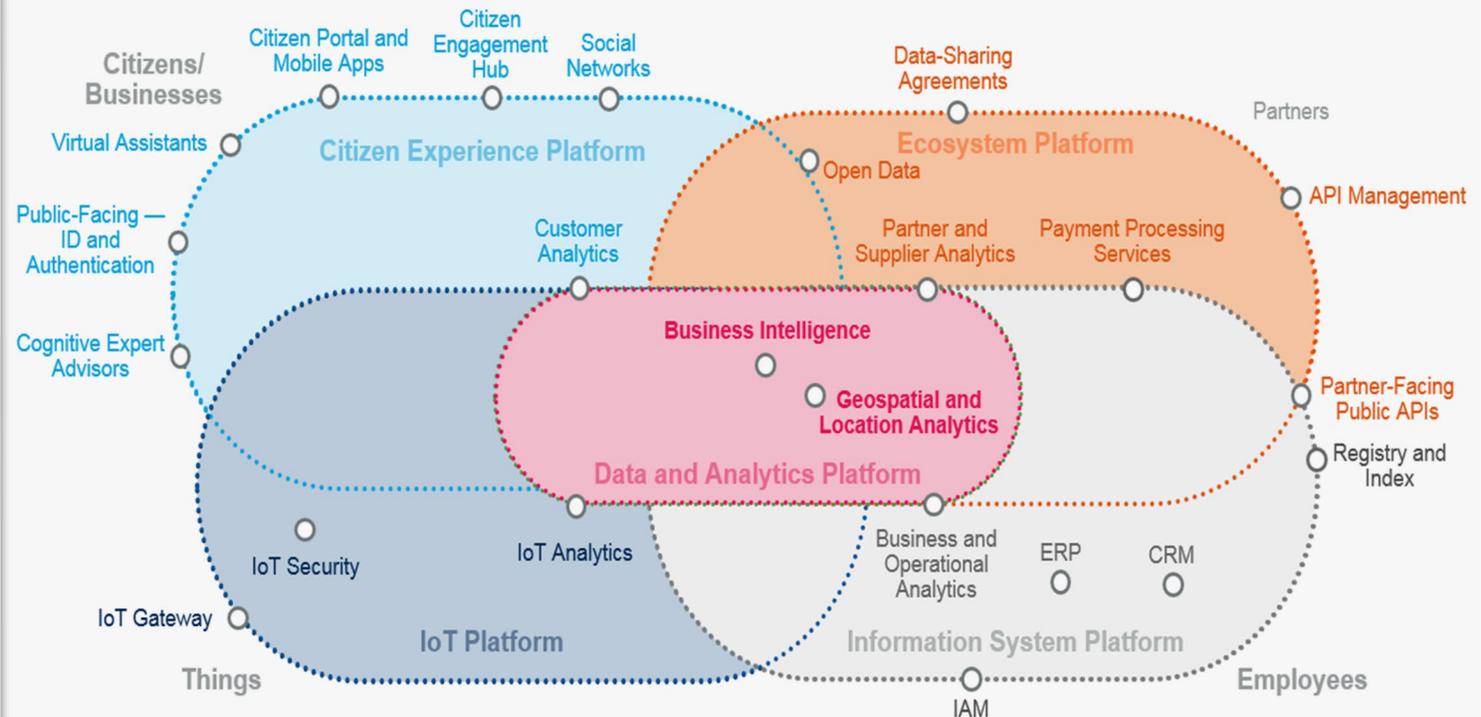
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# WHAT ARE DGTP AS DEFINED BY GARTNER?

Digital government technology platforms are a set of cross-cutting, integrated, horizontal capabilities that enable government services across multiple applications, such as citizen experience, ecosystem, Internet of Things (IoT), information systems, and data and analytics

## The Digital Government Technology Platform



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# WHAT ARE THE CORE PLATFORMS TO BE CONSIDERED?

## Citizen Engagement Platforms

Provides interfaces and technologies that facilitates for citizen and business engagement via User Friendly Services.

Measures the user experience.

## Eco-Systems Platforms

Provides digital interfaces for partners to exchange data and services in the cloud.

## Information System Platforms

Provides the heart of Government back-office processes, record keeping & compliance via technology processes.

## IoT Platform

Provides gateway to access services, information & data collecting processes via internet & intranet web services.

## Business Intelligence HUB

Provides analytics, geospatial and decision making data that is collected or stored from any area of the platform. This is the HUB of the DGTP

# TODAYS OPPORTUNITIES & CONSTRAINTS IN BUILDING A SUCCESSFUL DGTP?

## Opportunities

### GROWTH

Enterprise providers have expanded or acquired applications beyond core finance & human resource functions.

### EXPANSION

Vendors have expanded into citizen experience, BI, Cloud Hosting, self-service features and community development.

### EFFICIENCY

Larger singular data repositories provide more real time BI; Singularity technology approaches offer cost efficiencies

## Constraints

Vendors focus on the integration of their applications and not interoperability with competing products.

Proprietary platform create a lock-in that is complex and expensive to replace.

New services by Enterprise providers offer best practices, but not always leading edge

WALLED

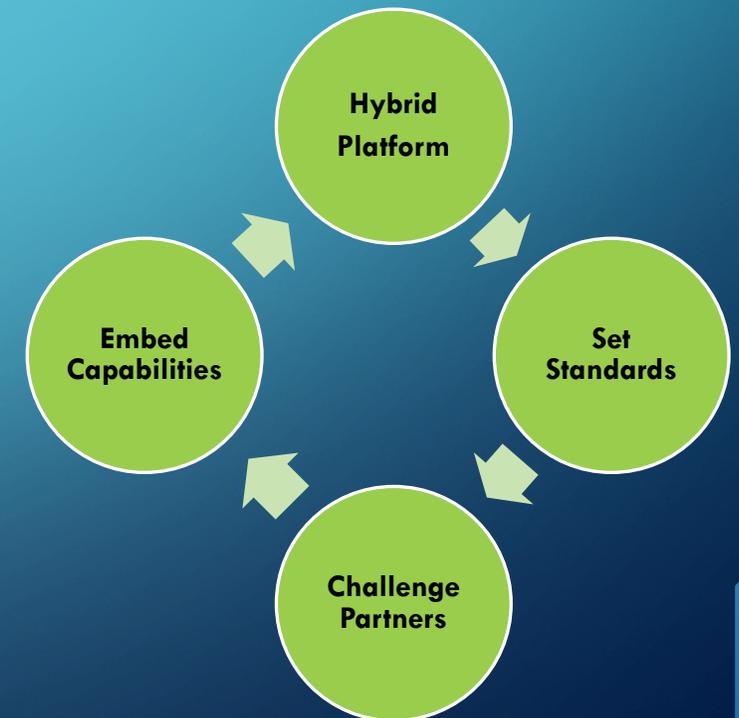
COMPLEX

MIDDLE ROAD

# WHAT STRATEGY DOES GARTNER RECOMMEND BUILDING?

**BALANCE SHORT-TERM BUSINESS REQUIREMENTS  
WITH LONGER-TERM APPLICATION ARCHITECTURE GOALS**

- **Multi-Application Platform Approach**
- **Institute Cross Platform Technology Standards**
- **Proactively Embed Application Functions in Cloud**
- **Challenge Vendors To Demonstrate Ability to Interact with Other Applications**



# GARTNER ASSESSMENT MODEL & DECISION MATRIX SELECTED

## Application Review Using Fitness & Value Processes\*

- How well does this application fit current and emerging business needs & technical requirements
- Assess Application Value & Fit to Mission with Operational & Technical Risk [Now/Future]

## TIME Decision Placement Matrix

- Applications Placement

<b>Tolerate</b>	<b>Invest/ Integrate</b>
<b>Migrate/ Modernize</b>	<b>Eliminate</b>

# THREE PHASED APPROACH TO ASSESSMENT

One

- Identify Technology Portfolios
- Highlight Specializations & Cost Leaders

Two

- Apply Gartner Model & Decision Matrix
- Focus on Enterprise Application Portfolio
- Highlight Pressing Issues & Decisions

Three

- Demonstrate Alignment to Strategic Priorities
- Propose Roadmap
- Set Next Steps & Future Governance

# CORE TECHNOLOGY PORTFOLIOS

## Enterprise Applications

Annual Cost  
\$505K

22 Systems

## Office Operations

Annual Cost  
\$181K

15 Systems &  
Tools

## Infrastructure Support

Annual Cost  
\$248K

16 Systems &  
Tools

# ENTERPRISE PORTFOLIO COMPONENTS



## Top Three Expenses

**Munis \$145**

**Salesforce \$98K**

**CD-PLUS \$68K**

# OFFICE OPERATIONS PORTFOLIO



## Top Three Expenses

**Verizon Fleet \$58**

**Target LMS \$48K**

**IT Service Desk \$14K**

# INFRASTRUCTURE SUPPORT PORTFOLIO



## Top Three Expenses

**Desktop VM \$60**

**Phone Sys 40K**

**SAN Strg \$22K**

# NEXT PHASE STEPS

Two

- Apply Gartner Model & Decision Matrix
- Focus on Enterprise Application Portfolio
- Highlight Pressing Issues & Decisions

Gartner.

Portfolio Review  
Using Fitness &  
Value Processes

TIME Decision  
Placement Matrix



Enterprise  
Applications

Annual Cost  
\$505K

22 Systems

# PORTFOLIO REVIEW USING FITNESS & VALUE MEASUREMENTS

1-Poor

3-Fair

5-Good

## FIT TO MISSION

- Mission Fit
- Data Quality
- Utilization
- Future Role

Max Score 20

## OPERATIONAL RISK

- Complexity
- Reliance of SME
- Maintenance Change Factor
- Supportability
- Availability & Cost of Support

Max Score 25

## TECHNICAL RISK

- Architectural Alignment
- Base Technology Alignment
- Extensibility & Scalability
- Technical Execution

Max Score 20

## COST

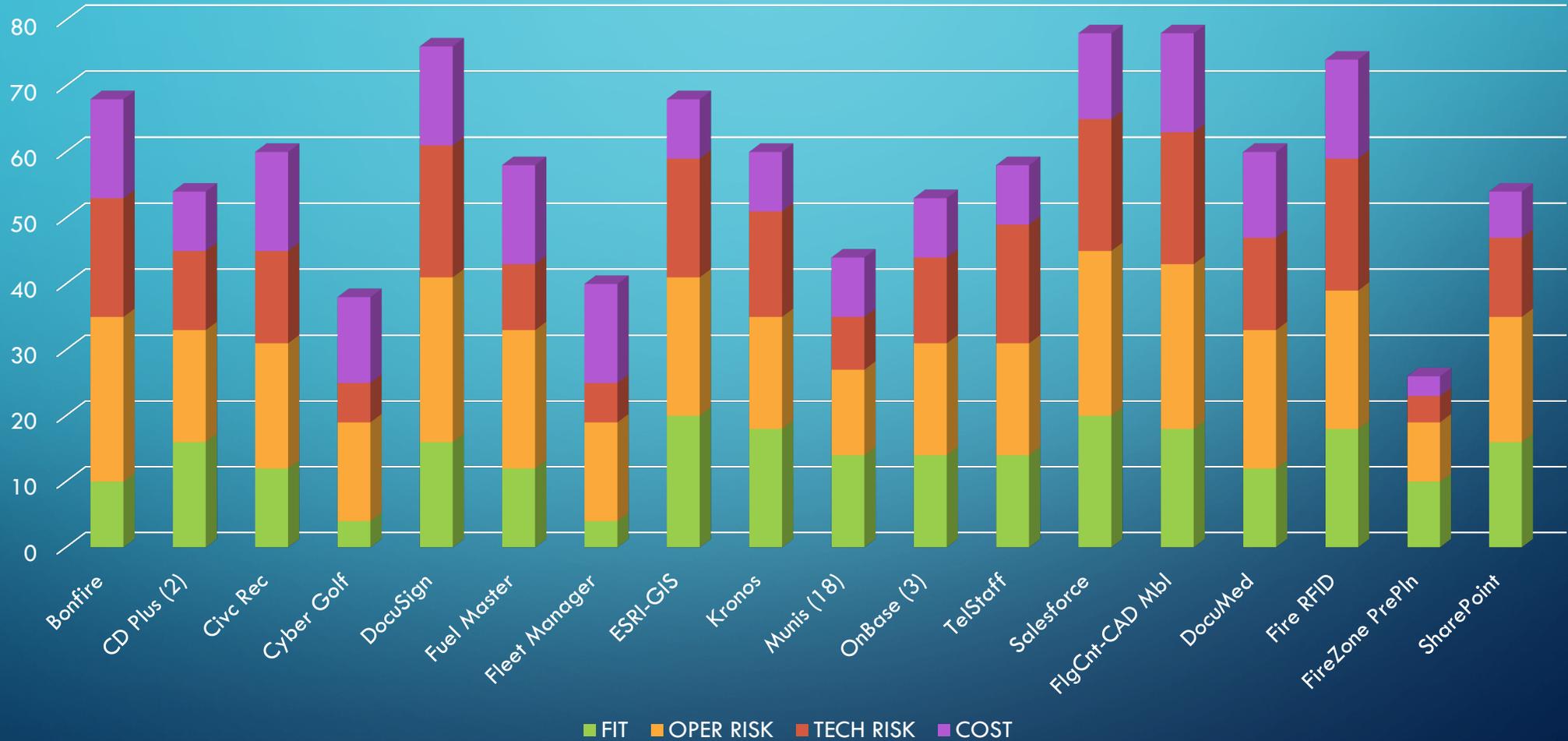
- License & Support Cost
- Service, Maintenance Enhancement Cost
- Total Application Life Cost

Max Score 15

Detail Break Down of Measurement Point Analysis in Presentation Appendix

# APPLICATION MEASUREMENTS OUTCOMES

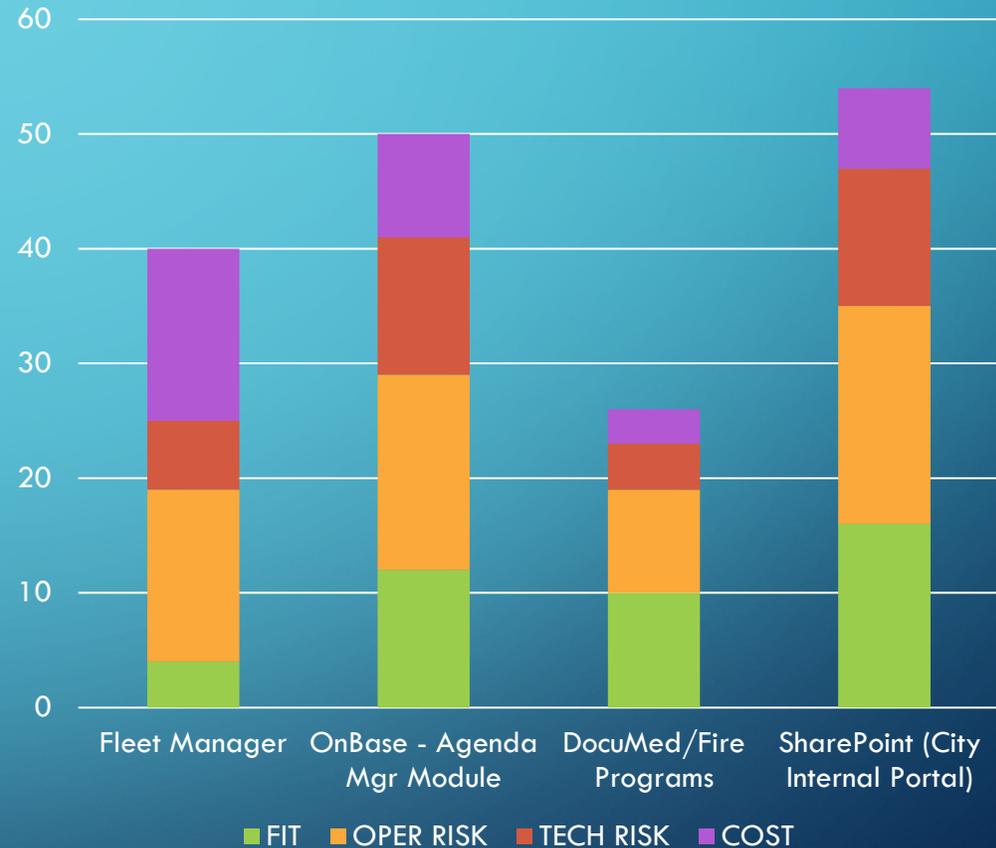
CORE APPLICATIONS – AVG SCORE 51.9



# PRESSING ISSUES & DECISION FOCUS

- **Fleet Manager (Enterprise Asset Management)**
  - Issues – poor fit; no integration; single user, old technology; no planning/mgt reporting
- **Agenda Manager**
  - Issues – difficult to administer; poor tracking; cumbersome for end users, part OnBase 3 releases behind
- **DocuMed/Fire Programs**
  - Issues – fragments applications; not cloud based/limited access; non agency standard for County
- **SharePoint (City Internal Portal)**
  - Issues – 10 yrs old version; No Mission; IT Resource Support Challenges

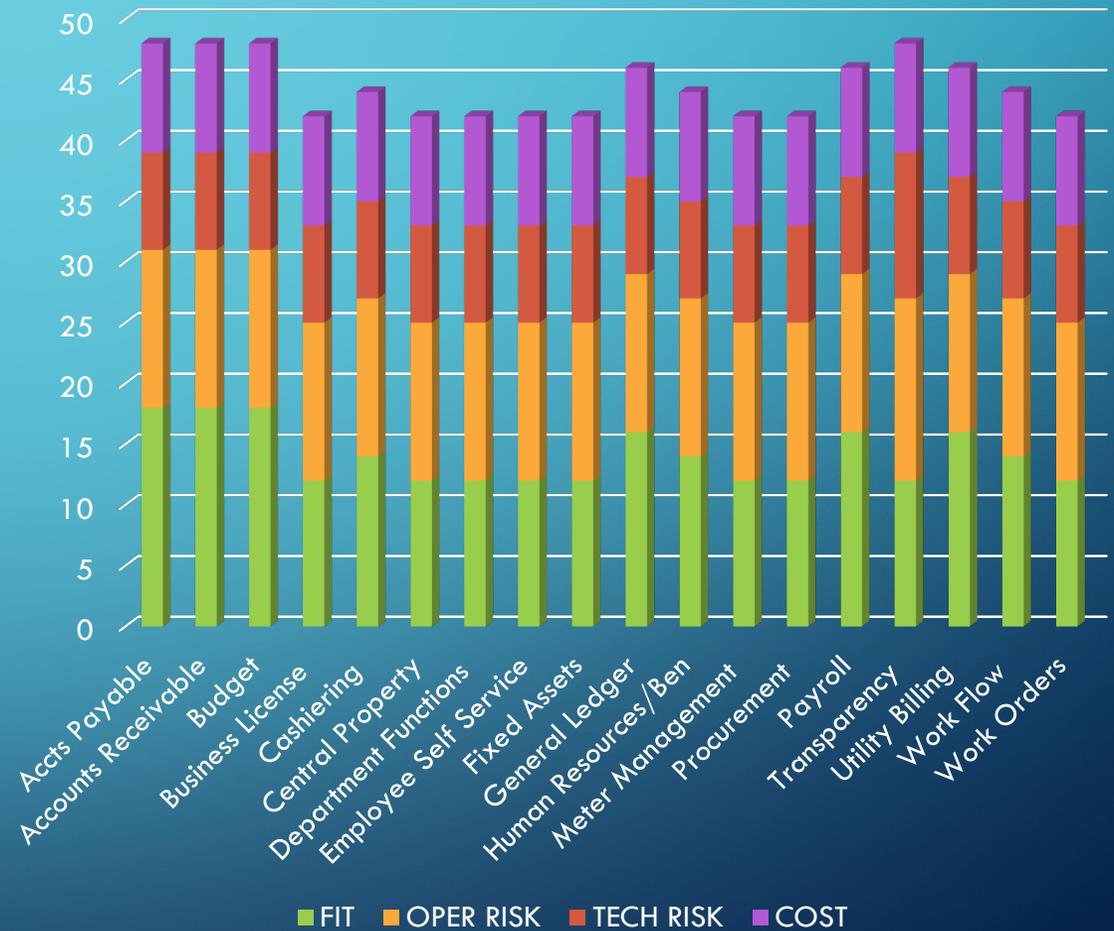
## SUPPORTING APPLICATIONS



# PRESSING ISSUES & DECISION FOCUS - MUNIS

- **NO INVESTMENT IN NEW OR ENHANCED MODULES SINCE PURCHASE - 10 YRS**
- **SOME MODULES NEVER FULLY IMPLEMENTED**
- **MISSING MODULES/SUPPORT FUTURE VERSIONS**
  - TYLER CONTENT MANAGER
  - OUTDATED UTILITY BILLING
- **TWO MAJOR RELEASES BEHIND**
- **CLOUD BASED MODULES AVAILABLE**
  - TYLER 311 CSS/INCIDENT MANAGER & NOTIFY
- **MULTIPLE CITIZEN, BUSINESS & EMPLOYEE SELF SERVICE FEATURES NOT IMPLEMENTED**
  - REAL TIME BILL PAY
  - ONLINE DOCUMENT SUBMITTAL
  - BUSINESS LICENSE REGISTRATION & PAYMENT
  - EMPLOYEE APPLICATION/TRACKING
- **NO MULTI YEAR ADVANCEMENT PLAN**

## CURRENT MUNIS MODULES



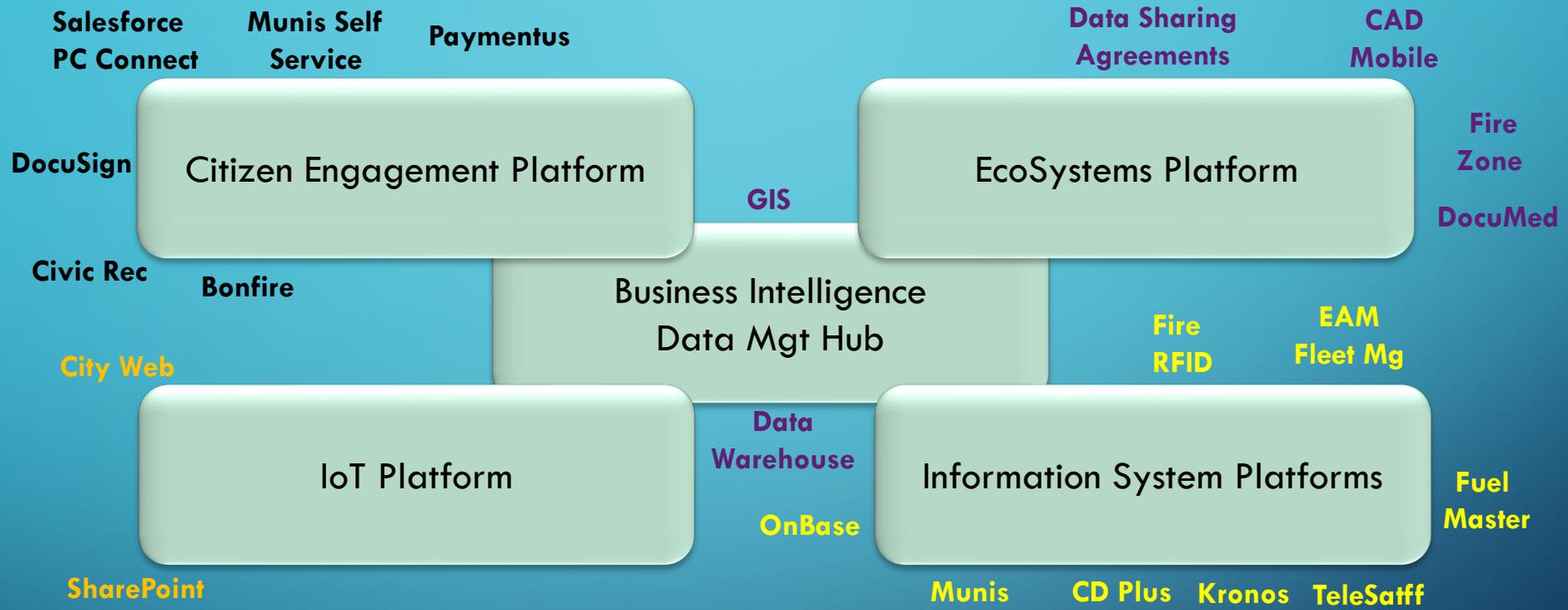
# PHASE THREE

Three

- Demonstrate Alignment to Strategic Priorities
- Propose Roadmap
- Set Next Steps & Future Governance

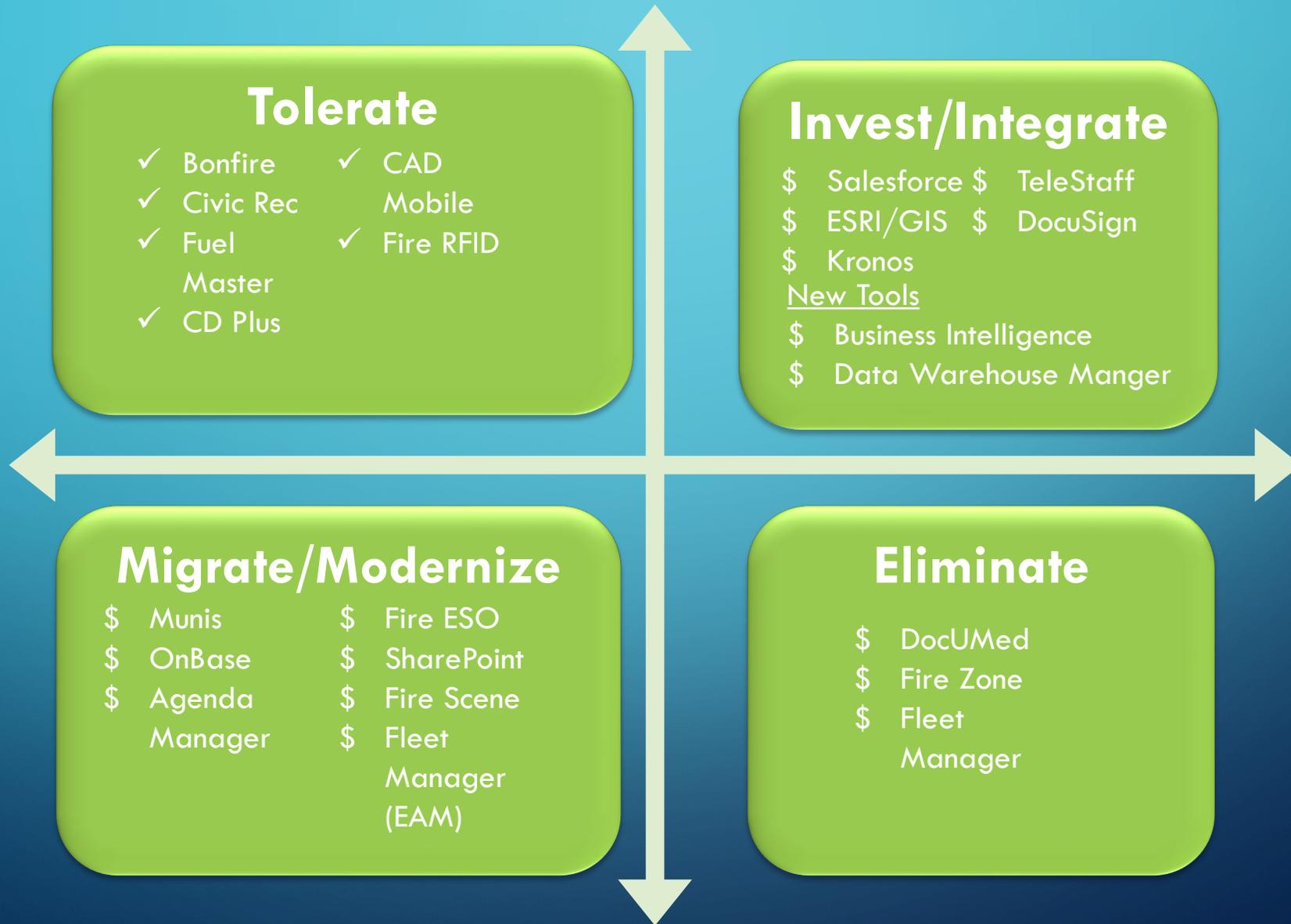
CITY PRIORITIES	ROADMAP GUIDELINES	FUTURES
<ul style="list-style-type: none"><li>▪ Enhance &amp; Expand Citizen Experience</li><li>▪ Increase Efficiency &amp; Access</li><li>▪ Ensure Security</li><li>▪ Enhance Digital Capabilities</li></ul>	<ul style="list-style-type: none"><li>▪ New Solutions Needs</li><li>▪ FIT/GAP Solution Choices (Fit 2 Purpose)<ul style="list-style-type: none"><li>▪ Enact Product Update Requirements<ul style="list-style-type: none"><li>▪ Greater Vendor Engagement</li></ul></li></ul></li></ul>	<ul style="list-style-type: none"><li>▪ Solution Choices Fit Hybrid DGTP Model</li><li>▪ Set Two Year Road Map</li><li>▪ Develop Investment Plan</li><li>▪ Renew Every Two Years</li></ul>

# PALM COAST DIGITAL GOVERNMENT TECHNOLOGY PLATFORM



Gartner Recommended Strategies	
Multi-Application Platform Approach	Institute Cross Platform Technology Standards
Proactively Embed Application Functions in Cloud	Challenge Vendors To Interact with Other Applications

# TIME DECISION MATRIX APPROACH



# NEXT STEPS FOR MOVING FORWARD

## LEADERSHIP CONCURRENCE

- Analysis Feedback
- City Council & Executive Leadership Support

## STRATEGIC DIRECTION

- Agreement on DGTP Future
- Set Direction & Priorities Short/Long Term

## INVESTMENT PLANS

- Determine Fiscal Needs Short Term
- Fit/Gap Solutions for Long Term Fiscal Plans

# PROPOSED ROADMAP SEGMENT ACTIONS

New Solutions & Next Phases	Fit/Gap To Purpose Evaluations	Product Update Requirements
<p><b>Solution Replacements</b></p> <ul style="list-style-type: none"><li>• Fire Applications</li><li>• Agenda Manager</li></ul> <p><b>New Solutions</b></p> <ul style="list-style-type: none"><li>• Business Intelligence</li><li>• Data Warehouse</li></ul> <p><b>Salesforce</b></p> <ul style="list-style-type: none"><li>• Phase Two Palm Coast Connect</li></ul>	<p><b>Alignment Strategic Priorities</b></p> <ul style="list-style-type: none"><li>• Munis VS Other Product Solutions<ul style="list-style-type: none"><li>• Self Service Modules</li><li>• Fleet Management (EAM)</li><li>• Cloud Based 311 Systems</li><li>• HR Applicant Tracking</li></ul></li><li>• SharePoint<ul style="list-style-type: none"><li>• Internal City Portal – Fit To Purpose</li></ul></li></ul>	<p><b>Munis Actions</b></p> <ul style="list-style-type: none"><li>• Advance Versions</li><li>• Obtain Foundational Modules<ul style="list-style-type: none"><li>• Tyler Content Management</li><li>• Utility Billing</li><li>• Evaluate Core Modules Not Implemented</li></ul></li></ul>

A decorative graphic on the left side of the page consists of white and light blue lines forming a circuit-like pattern. The lines are vertical and horizontal, with small circles at various points, resembling a stylized tree or a network diagram. The background is a gradient of blue, transitioning from a lighter shade at the top to a darker shade at the bottom.

# REFERENCE DATA

# ENTERPRISE PORTFOLIO COSTING DETAILS

Software	Core Usage	Annual Cost	Renewal Date
Red-Sky	911 Call Locates Traffic	1.6K	5/25/2019
CAE Healthcare, Inc.	Fire - Mannequin Software	3.8K	11/2019
DocuMed	Fire - Medical Records Software	13.2K	9/3/2019
Fire RFID	Pilot Program (Quadmed)	7.5K	01/2020
FirePrograms	Various Fire Applications	4.1K	10/22/2019
FireZone Preplan	Fire Deployment Support	1K	10/01/2019
Flagler Co. BOC	Public Safety Sfw Licensing for Dispatch	11.6K	02/2020
TeleStaff	Fire Dept. Scheduling Application	3.2K	8/5/2019
Blue Marble Global Mapper for GIS	GIS Mapping Software	1.5K	01/2020
ESRI	Mapping and Geo Sfw (GIS)	50K	11/20/2019
Salesforce	Carahsoft - Citizen Portal Sfw.	98K	01/2020

Software	Core Usage	Annual Cost	Renewal Date
Bonfire	Procurement & Bidding	9K	2/27/2022
CDPlus	Permitting, Bldg, Comm Dev & Code Enf.	68K	9/30/2019
CivicRec (CivicPlus)	Parks & Req	10.3K	7/26/2019
CyberGolf	Golf Course Point of Sale System	1.5K	11/30/2019
DocuSign	Secure Document Signage	5K	4/27/2019
Engagement ProFX	Finance	2.4K	9/1/2019
Feul Master	Fuel Management/Usage Application	5.5K	10/01/2019
Kronos	Staff Work/Time Management App.	24.7K	11/1/2019
Land-FX	Building Depart Fax App	1.5K	10/01/2019
Munis	ERP - Core Business Functions	145K	01/2020
OnBase	Records Management	36K	11/1/2019
<b>Portfolio Total</b>		<b>505K</b>	

# OFFICE OPERATIONS PORTFOLIO COSTING DETAILS

Software	Core Usage	Annual Cost	Renewal Date
Adobe PDF	.pdf Doc Reader/Editor	20K	4/1/2019
Archive Social	Auto Archival of Social Media Accts.	4.8K	10/2/2019
AutoDesk/AutoCad	DLT Solutions	5K	10/8/2019
Constant Contact	CRM Used by Mktg & Communications	2.7K	10/1/2019
Exclaimer	Email Sfw	1.1K	5/5/2021
GovQuote (SmartProcure)	Gov't Quote System for approved vendors	3K	10/24/2019
Jaguar	Check Processing	2.2K	11/30/2019
LogMeIn	Remote Control	6K	3/16/2020

Software	Core Usage	Annual Cost	Renewal Date
MSDS Online	Material Safety Data Sheets	2.2K	8/30/2019
Netmotion	Mobile VPN	7.8K	10/2019
ServiceDesk (ManageEngine)	IT Svc Desk Ticket Management	13.5K	8/23/2019
Target Solutions	Training Tracking LMS (Fire & City Wide)	47.6K	9/30/2019
WebEx	Conferencing	3.8K	12/12/2019
Verizon Fleet Monitoring GPS	Fleet Location Monitoring/Tracking	58K	10/1/2019
Konica/Pagescope	Printer scan/fax/print software	3.2K	4/1/2019
<b>Portfolio Total</b>		<b>180.9K</b>	

# INFRASTRUCTURE SUPPORT PORTFOLIO COSTING DETAILS

Software	Core Usage	Annual Cost	Renewal Date
Inframap	Utility Infrastructure Mapping	9K	6/30/2019
Rockwell SCADA	Water Plant Control Unit Software	13.8K	1/30/2019
Sensus	Water Meter Wireless Reading	2K	10/24/2019
AppAssure	Data Backup Software	6.7K	9/1/2019
Barracuda	Spam Filter	3.3K	8/14/2019
Dell	SAN Maintenance Renewal	21.4K	03/2019
Genetec	Camera & Access Control	9K	8/31/2019
Virtual Machines	Virtual Machines Env	60K	Various
Patch Manager	Fiber Tracer	4.3K	8/2/2019

Software	Core Usage	Annual Cost	Renewal Date
Phone System	City Wide Phone System Mnt Cost	40.1K	June 2020
Teradici	Server Software	3K	8/28/2019
Thales	Data Security Software	3.5K	3/31/2019
Trend Micro	Anti-virus (replaces Kaspersky)	5.7K	1/10/2020
VMWare	Virtual Server Environment Software	13K	12/2019
Whats Up Gold	Server Monitoring	5.5K	5/20/2019
800 MHz Radios	Fire Radio Support	48K	10/01/2019
<b>Portfolio Total</b>		<b>248.3K</b>	

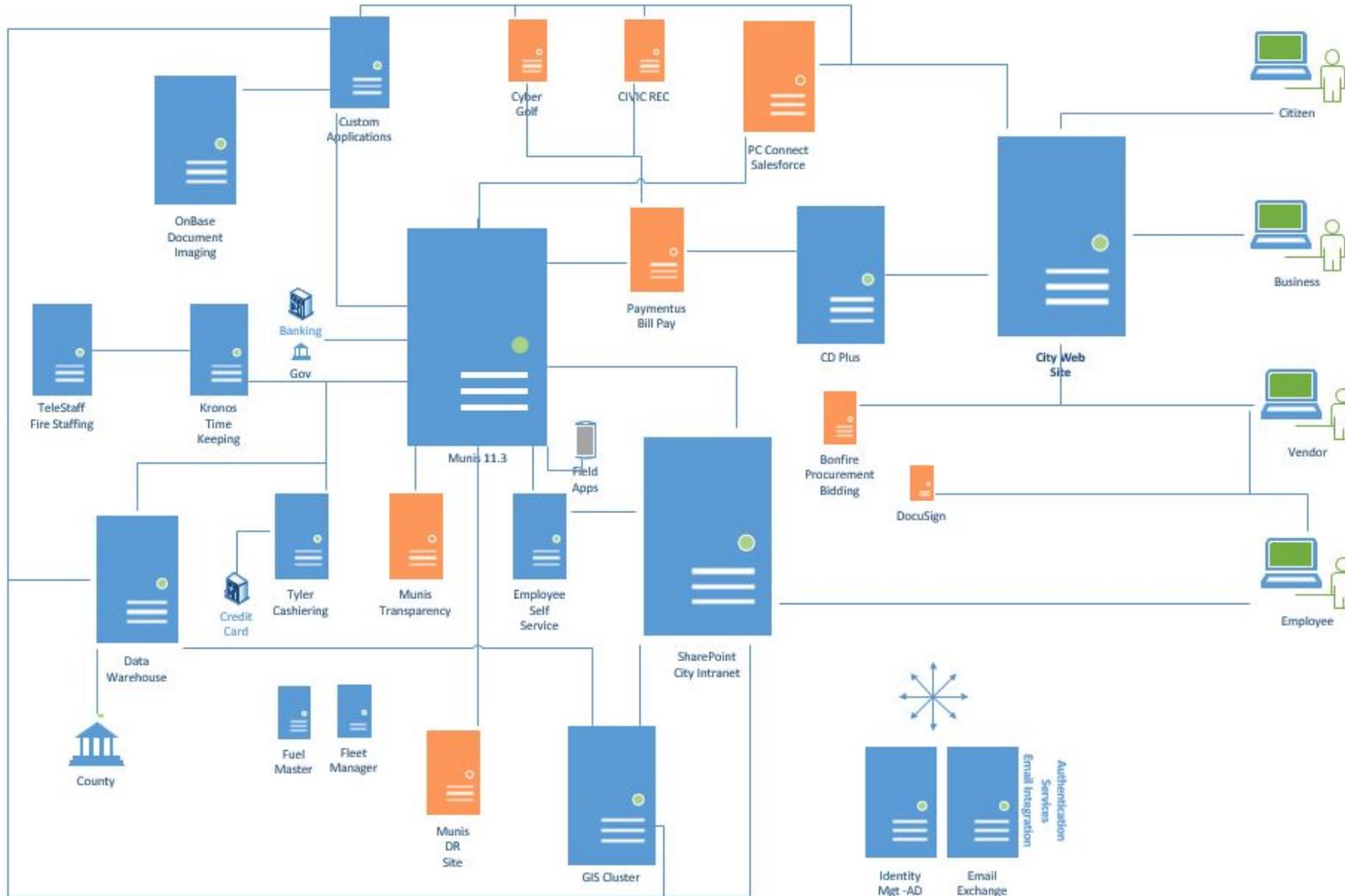
# APPLICATION FITNESS & VALUE RAW DATA

Application Fitness and Value Review - Gartner  
City of Palm Coast - ERP Application Portfolio

Fitness Scale for Component Grading  
1 Poor 3 Fair  
5 Good

APPLICATION	MODULE	Fit to Mission or Process				Scoring Max 20	Operational Risk					Scoring Max 25	Technical Risk				Scoring Max 20	Cost			Scoring Max 15	Product Score (Max 80)
		Mission Fit	Data Quality	Utilization	Future Role		Complexity	Reliance of SME	Mnt Change Factor	Supportability	Availability & Cost Support		Architectural Alignment	Base Tech Alignment	Extensibility & Scalability	Technical Execution		License & Support Cost	Service, Mnt & Enhancement Cost	TALC Cost		
Bonfire	Bid Management	3	3	1	3	10	5	5	5	5	5	25	5	5	3	5	18	5	5	5	15	68
CD Plus	Building Permitting	3	5	5	3	16	3	5	3	3	3	17	3	3	3	3	12	3	3	3	9	54
	Code Enforcement	3	5	5	3	16	3	5	3	3	3	17	3	3	3	3	12	3	3	3	9	54
Civic Rec	Activities	3	3	3	3	12	3	5	5	3	3	19	3	3	3	5	14	5	5	5	15	60
	Facilities	3	3	3	3	12	3	5	5	3	3	19	3	3	3	5	14	5	5	5	15	60
Cyber Golf	Course Resr/Payment	1	1	1	1	4	3	3	5	1	3	15	1	1	1	3	6	3	5	5	13	38
DocuSign	Secure Signage	5	5	3	3	16	5	5	5	5	5	25	5	5	5	5	20	5	5	5	15	76
Fuel Master	Fuel Management	3	3	3	3	12	5	3	5	3	5	21	1	3	1	5	10	5	5	5	15	58
Fleet Manager	Vehicle Repair/Tracking	1	1	1	1	4	1	1	5	3	5	15	1	1	1	3	6	5	5	5	15	40
ESRI	City Wide GIS Mapping	5	5	5	5	20	3	3	5	5	5	21	5	5	5	3	18	3	3	3	9	68
Kronos	Employee Time Rept	5	3	5	5	18	3	3	5	3	3	17	3	5	3	5	16	3	3	3	9	60
Munis	Accts Payable	5	3	5	5	18	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	48
	Accounts Receivable	5	3	5	5	18	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	48
	Budget	5	3	5	5	18	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	48
	Business License	3	3	3	3	12	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	42
	Cashiering	3	3	5	3	14	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	44
	Central Property	3	3	3	3	12	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	42
	Department Functions	3	3	3	3	12	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	42
	Employee Self Service	3	3	3	3	12	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	42
	Fixed Assets	3	3	3	3	12	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	42
	General Ledger	3	3	5	5	16	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	46
	Human Resources/Ben	3	3	3	5	14	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	44
	Meter Management	3	3	3	3	12	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	42
	Procurement	3	3	3	3	12	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	42
	Payroll	5	3	3	5	16	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	46
	Transparency	3	3	3	3	12	5	3	3	1	3	15	3	1	3	5	12	3	3	3	9	48
	Utility Billing	3	3	5	5	16	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	46
	Work Flow	3	3	5	3	14	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	44
	Work Orders	3	3	3	3	12	3	3	3	1	3	13	1	1	3	3	8	3	3	3	9	42
OnBase	Document Imaging	3	3	5	5	16	3	3	3	5	3	17	5	3	3	3	14	3	3	3	9	56
	Agenda Manager	3	3	3	3	12	3	3	5	3	3	17	3	3	3	3	12	3	3	3	9	50
	Work Flow	3	3	5	5	16	3	3	5	3	3	17	3	3	3	3	12	3	3	3	9	54
TeleStaff	Fire Employee Schedule	5	3	3	3	14	3	3	5	3	3	17	5	5	3	5	18	3	3	3	9	58
Salesforce	CRM	5	5	5	5	20	5	5	5	5	5	25	5	5	5	5	20	3	5	5	13	78
Flagler Cnt-CAD Mobile		5	3	5	5	18	5	5	5	5	5	25	5	5	5	5	20	5	5	5	15	78
DocuMed		3	3	3	3	12	3	5	3	5	5	21	3	3	5	3	14	5	5	3	13	60
Fire RFID		5	5	5	3	18	3	5	3	5	5	21	5	5	5	5	20	5	5	5	15	74
FireZone PrePlan		3	3	3	1	10	3	1	3	1	1	9	1	1	1	1	4	1	1	1	3	26
SharePoint	City Intranet	5	3	5	3	16	3	3	5	3	5	19	3	3	3	3	12	1	3	3	7	54

# CURRENT APPLICATION SYSTEMS OVERVIEW



City of Palm Coast Information Technology  
Application Systems Overview