

City of Rocky Mount Strategic IT Plan

2015

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EXECUTIVE SUMMARY

The City of Rocky Mount's Strategic Information Technology Plan is offered as a framework for sustainable, effective and efficient technology investments, coupled with an unwavering focus and commitment to providing better City services through a more accessible, transparent and accountable government. Technology is a tool used to improve customer service but the administration, policies, and procedures surrounding a given function or process must be revised and fine-tuned in order to provide the highest quality of service. The Strategic IT Plan maps the vital infrastructure, applications, and initiatives that will enhance City services and their delivery in mission-critical areas. It also outlines the steps needed to achieve a City information technology enterprise with a focus on optimized performance, efficiency and effectiveness gains.

Key Findings

There are several key findings in the City of Rocky Mount's Strategic IT Plan, including areas of noted excellence as well as areas of improved investment:

- The City needs to increase its investments in Information Technology infrastructure, particularly its network/cabling and its email system.
- The City should increase the number of IT staff in order to keep pace with the desired level of citizen interaction and engagement, as well as to offer increased transparency and accountability. The increase in staffing can be achieved via consolidation of IT employees in various departments into a centralized technology department.
- Rocky Mount needs to ensure legal compliance in multiple areas, including public records laws, FBI CJIS requirements, and PCI Compliance.
- Trust, customer service, and professional communications are the hallmark of a high-performing IT Department. Rocky Mount's IT Department needs to improve its customer service orientation, increase communications, and rebuild trust with its end users and elected officials to facilitate effective technology service delivery.
- Employee-focused technology investments will produce substantial efficiency and effectiveness results, thereby improving citizen service and tax dollar investments.

- Additional recommendations are found in Section 6 of this report, along with a collection of tools and sample templates in the appendices.

Through the structure outlined in the IT Plan, the City of Rocky Mount can refine its focus on high-priority IT initiatives and work toward integration of disparate data and systems into unified, cost-effective solutions. Additionally, measures of success are offered to ensure a focus on customer service and delivery. Finally, the plan outlines the required investments in infrastructure and technology initiatives that will provide a foundation for long-term economic viability and service enhancement.

As the City of Rocky Mount executes the Strategic IT Plan, its citizens will continue to see improvements in the quality and accessibility of City services. Residents will have their personal information protected and taxpayers should rest assured that IT investments are being selected, implemented, and managed wisely. Furthermore, City employees will have the tools needed to provide the highest-quality services to their customers. Rocky Mount will continue to serve its residents, businesses, and visitors as effectively as possible by turning this plan into action.

SECTION 1: STRATEGIC INFORMATION TECHNOLOGY PLAN OVERVIEW



Introduction

The internal and external environments of the City of Rocky Mount are changing, and technology is a critical supporter of the development, implementation and enhancement of City services. As a result, it is imperative to outline an overall approach for the selection, use, and support of technology that aligns with City resources, business needs, and processes. Therefore, a City-wide approach based on standards, consistency, and compatibility will make more cost-effective use of technology.

The Rocky Mount Strategic Technology Plan is outcome-oriented and highlights both short-term needs and long-term requirements for cost-effective, practical technological solutions. Through the investment in and use of advanced technology, the City can place a strong emphasis on both external and internal customer services. The Strategic Information Technology Plan provides a framework for the effective management of Information Technology. The primary goal of IT is to support the business objectives of the City and to facilitate departmental efforts to provide efficient and effective services to the citizens, businesses, and visitors of Rocky Mount.

As is the case with all strategic plans, this plan is a “living document” which allows for changes over time and serves as a broad guideline for action. The nature of technological advances and changing governmental needs will mandate plan revisions. The plan is designed to link the City’s goals and priorities with information technology to provide improved government functions and enhanced customer service.

This plan is not intended to limit department autonomy but rather to provide a comprehensive roadmap focused on solving common problems and enabling collaboration. The plan is built on the IT management model which utilizes the best features of both centralized and decentralized IT management, support and decision making. The plan also requires the development of the IT architecture

and standards which are critical for true economies of scale to be reached and for interoperability to occur.

Some of the benefits of this strategic information technology plan include:

- An opportunity to convene a strategic team of thought leaders from the City of Rocky Mount in order to address the critical issues facing the citizens in a holistic manner.
- The assessment of strengths, weaknesses, opportunities, and threats within the City related to business process and technology.
- The identification of enterprise-based, inter- and intra-jurisdictional technology solutions to public sector business problems.
- The examination and articulation of best practices from other communities in order to capitalize on strategic technology investments.
- Alignment mapping of technology initiatives to Rocky Mount's vision and goals, thereby increasing the business case for the investment.

In particular, the plan examines current investments and operations for re-engineering, communications and connectivity opportunities across the organization, and enterprise solutions that can be leveraged to increase the effectiveness and efficiency of the public sector entities within the Rocky Mount.



Strategic IT Planning Process

The steps involved in the planning process included:

- Establishing satisfaction baseline through use of surveys distributed to all City employees. In addition, satisfaction data was collected during supplemental interviews.
- Establishing current status review through the use of interviews and focus groups with each department head and selected end users in the City.
- Conducting issue identification sessions with selected staff once initial interviews and surveys have been completed.
- Conducting needs definition session with selected staff.
- Conducting best practices research to help guide the City in the strategic investment in technology. This research will include assessments of current successful strategies and investments in the public and private sectors.
- Preparing draft reports containing:
 - Current strengths, weaknesses, opportunities, and threats.
 - Current public administration and technology trends that will impact the City.
 - Success stories within the City.
 - Future projects for the City (focused on hardware, software, personnel, and policies/procedures)
 - Commonalities identification between departmental efforts

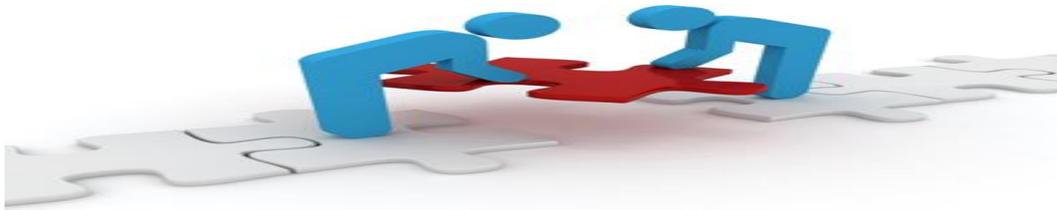
- Conducting review/priority setting sessions with City Management, the IT Director, and selected staff.
- Preparing final strategic information technology plan and executive summary.
- Presenting final plan to City management and staff.

Scope of the Strategic IT Plan

The Rocky Mount Strategic Information Technology Plan provides a framework for the effective investment in and management of information technology from an enterprise perspective. The primary goal of the IT Department is to support the business objectives of the City government and to facilitate departmental efforts to provide efficient and effective services to the citizens, businesses, and visitors of Rocky Mount. The plan examines the current state of technology in Rocky Mount, relative to peer communities. Department technology efforts and ongoing activities are assessed for consistency with the strategic plan. The plan also provides even greater alignment between the business units and the IT Department in order to cement the foundation for an enterprise-wide approach to the management of information technology.

Many future technology efforts will cross multiple departments with a single goal of providing services to the citizens, businesses, and visitors of Rocky Mount. This environment requires technology to be used as the basis for communication, interoperability, data and resource sharing. Furthermore, technology is the vehicle through which cost reduction can occur by increasing efficiency and effectiveness of services through the use of an enterprise architecture and standards.

SECTION 2: STRATEGIC CONTEXT



Mission

At the City of Rocky Mount, our mission is to advance community well-being, safety and quality of life by delivering exceptional public service.

Overall Goals and Philosophy for Rocky Mount

The diverse citizenry of Rocky Mount mandates various services and methods of interaction with the government. The philosophy of the City is based on a deep-seated commitment to citizen engagement, quality of life enhancement, and strategic investments that improve the lives of residents, businesses, and visitors. In addition, the City is resolute in its efforts to provide holistic, equitable, efficient, and effective high-quality services to the community. The focus on strategic investments in technology will help to increase trust, recognition, communication, accountability, innovation, and excellence in the City.

Major Government Trends

Given Rocky Mount's long tradition of providing customer-focused, quality services and its reputation for commitment to excellent, cost-effective government, the City is encouraged to consider or continue the use of major government trends outlined below. In addition, the list includes connections to information technology in order to enhance the work currently being undertaken in the City.

- **Benchmarking and Performance Measurement:** This trend involves ascertaining current organizational performance on a variety of key indicators, followed by monitoring and evaluation, as well as change management in order to facilitate improvement. This document serves as one example of a benchmark for the information technology department and key indicators collected as part of this strategic plan should be monitored on a yearly basis to demonstrate improvements. The City should implement the use of performance metrics in all departments, but a focus on dashboards will help provide an overview of easily understood metrics.
- **Customer Service:** This trend is centered on create a high-quality product for citizens, businesses, visitors, and employees. Increased involvement and participation are critical, as is a reorientation in the approach to the end user as a customer. The technology department should strive to provide high-quality services to its customers, both internal and external. In addition, customer feedback should be solicited at regular intervals to encourage communication and positive changes.
- **Economic Development:** Economic development is a key focus area for Rocky Mount's Council and City management. At the heart of economic development is infrastructure, and technology is no longer an optional infrastructure enhancement, but rather, as central to economic development recruitment as water and sewer lines.

Government Trends:

- Benchmarking & Performance Measurement
- Customer Service
- Economic Development
- Strategic Sourcing
- Responsiveness
- Transparency and Accountability
- Increased Use of Technology

- **Strategic Sourcing:** Rocky Mount has talented public servants, but also leverages contracts with subject matter experts to extend the reach of government. In terms of technology, the City should ensure that mission-critical functions and tasks are performed by City staff, while using outsourced options to enhance technological capacities. This outsourcing should be strategic and used as a means to supplement the current staff expertise on short-term projects. Outsourcing is not a viable solution for replacing mission-critical staff, as a means to reduce permanent headcount. Some tasks to consider for strategic sourcing include cabling for new and existing facilities and programming needs that only emerge periodically.
- **Responsive Government:** This trend is characterized by the need to develop a new type of local government complete with new ways of doing business based on innovation and positive change. Technology plays an essential role in creating a self-service government that is interactive, timely, and relevant regardless of the time of access or distance of the customer. For example, citizens highly regard various forms of self-service, such as online registration for Parks and Recreation classes, online pet registration, online bill payment, and online citizen request forms.
- **Transparency and Accountability:** One major trend across the various levels of government in the US is a renewed focus on transparency and accountability. By allowing citizens greater access to data and information about the government, its decision-making processes, and its performance measures, governments seek to enhance public trust and create opportunities for value-add engagement.
- **Use of Technology:** Technology is used by forward-thinking governments to continually enhance service delivery and foster a “work smarter not harder” approach. For example, inspectors and public safety personnel having access to electronic information in the field can substantially improve results in each area, with a reduction in downtime due to travel between locations and the main City facilities for data transfer. In addition, the advent of Social Media has fundamentally altered the way citizens are choosing to engage with governments. Many residents use Facebook and Twitter as a mechanism to gather governmental information and to participate in their communities virtually.

Major Technology Trends



In addition to considering the government trends that are making organizations more responsive and customer service oriented, it is important to consider the major technology trends from the private and public sectors. A list of some key trends is offered for consideration and inclusion in the future projects discussion.

- Transition to digitally converged world: Almost all aspects of telephony, television, video, audio, and other communication technologies are converging into single source platforms. This newly converged medium requires robust, secure infrastructure and mobile applications. Basic smart phones can now capture video of City Council meetings and stream the recordings directly to the Internet without any sophisticated interfaces or equipment.
- Support for legacy systems while migrating to more robust systems: Maintaining legacy systems while planning for their phasing out is critical. However, large-scale investments are required to replace such systems with newer technologies that are scalable for the future.
- Increased importance of computer and telecommunications security: Technological security, both physical and logical, is critical to protecting the data and property collected and maintained by government, but should not limit opportunities for new forms of digital civic or employee engagement.
- Management of and investment in information technology: Information technology supports the functionality of government and requires high-level managerial attention, as well as appropriate investment. Governance structures and IT service management improve the quality of IT investments. IT service management, as is found in ITIL (Information Technology Infrastructure Library) best practices, centers on a pervasive service orientation that enables end users to work more efficiently and effectively, while building a knowledge base of all technology assets within an organization. This repository of knowledge has a similar

positive impact on IT investments and effective risk management as is found in utilizing asset management and GPS/GIS to maintain appropriate inventory and rapidly troubleshoot public works issues, such as broken water mains.

- One of the most exciting, albeit challenging, trends associated with technology is the pervasive use of personal technology in the workplace. Smart phones have become commonplace as individuals use them to transact personal business, such as social media interactions, banking, and online shopping. These devices are changing the role of technology in the workplace by making it ubiquitous, irrespective of the associated security and information management issues.
- The use of cloud computing to manage basic applications and data stores is becoming an increasingly useful option for local governments. In particular, private cloud computing with limited service access and governmental control and ownership of the service implementation is expected to have positive returns for local jurisdictions.

Information systems are a necessary investment in the overall business planning and as a requirement to conduct future governmental affairs. Attention placed on governmental and technological trends provide a foundation and roadmap for examining future technology projects.

SECTION 3: MAJOR ROCKY MOUNT IT ACCOMPLISHMENTS

This section outlines the major technology achievements in the City of Rocky Mount over the past three years. It should be noted that the listing of accomplishments noted below do not include upgrades and replacements of pre-existing services and applications.



Selected Major IT Accomplishments 2011-2014

- Established an Active/Active Server environment with our DR Site, giving us a 99% up time of Critical applications
- Installed a dedicated Air Handler unit for the Data Center in City Hall with smaller redundant units in the ceiling and on the floor for backup
- Completed Fiber redundancy (two different fiber paths between locations) with 3 (City Hall, Environmental Services & Energy Resources Operation Center) of the City's Core sites as well as Fire Head Quarters
- Have deployed over 50 AP's (Access Points) for wireless connectivity to the Internet through most of the City owned buildings and other specific areas for Public use.
- Replacement of dated XP machines with new Windows 7 units

SECTION 4: CUSTOMERS & SERVICES OF THE IT DEPARTMENT

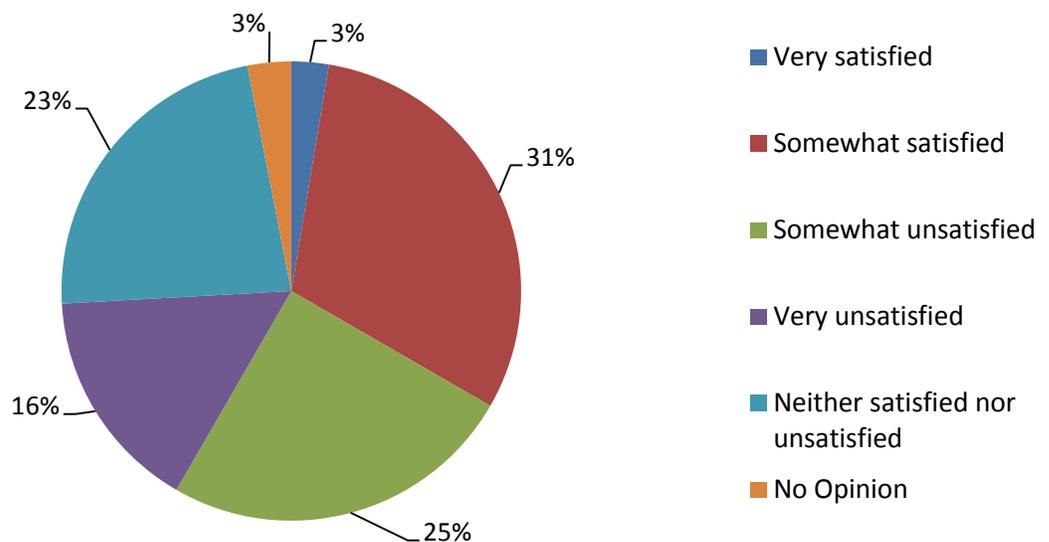
Internal Users Satisfaction

In order to determine a baseline for measuring customer satisfaction with the IT Department, a brief survey was conducted on a variety of technology-related topics. The survey was designed to assess customer satisfaction by those departments supported by the Rocky Mount IT Department. The following charts demonstrate the satisfaction ratings of City employees across all departments in Rocky Mount. In Appendix A, the entire survey instrument and its data are available for review.

Technology Direction and Leadership: Technological Change

One of the first items assessed was general satisfaction with technological change within the City. As noted in the chart below, thirty-four percent (34.0%) of the respondents are satisfied with the rate of change. This percentage is very low, indicating a strong desire for increased technology investments and associated advancements.

How satisfied are you with the rate of technological change within the City?



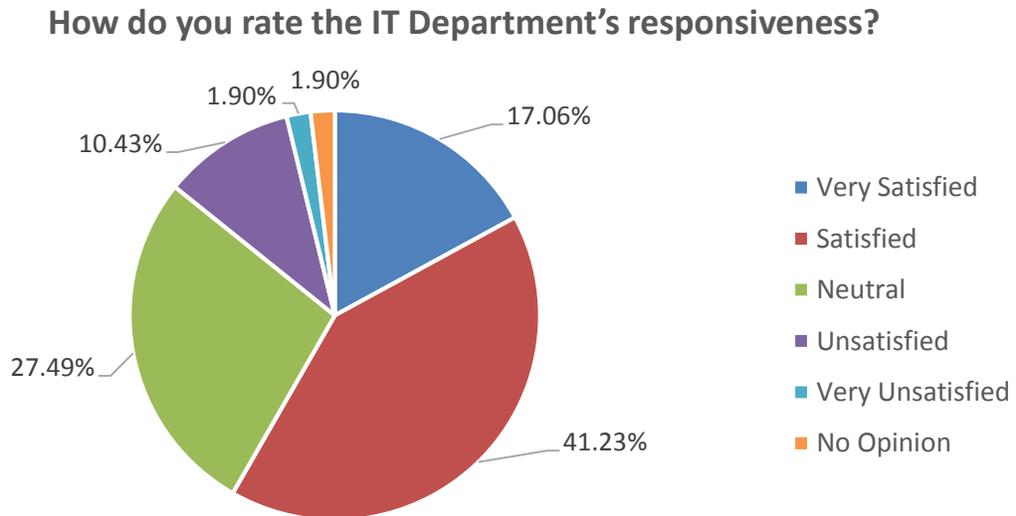
Technology Direction and Leadership: Vision of Technology

One of the most important jobs for an IT organization to perform is to set a clear vision for the future with respect to technology investments. During departmental interviews, dissatisfaction was expressed related to understanding the vision for the City’s investment in various technologies. The use of this strategic IT plan is designed to increase satisfaction related to guiding vision by providing a written roadmap. Vision is critical to all IT investments, as it is a function of gathering the various enterprise participants’ business requirements and needs, and subsequently providing a holistic solution to mitigate organizational challenges and capitalize on organizational opportunities.

As Rocky Mount moves forward with its technology investments, it is critical that the organization utilize an IT Governance structure to assist with setting and communicating the vision for technology in the City. Information specific to the IT Governance structure is provided in Appendix B.

Technology Direction and Leadership: Customer Service Orientation

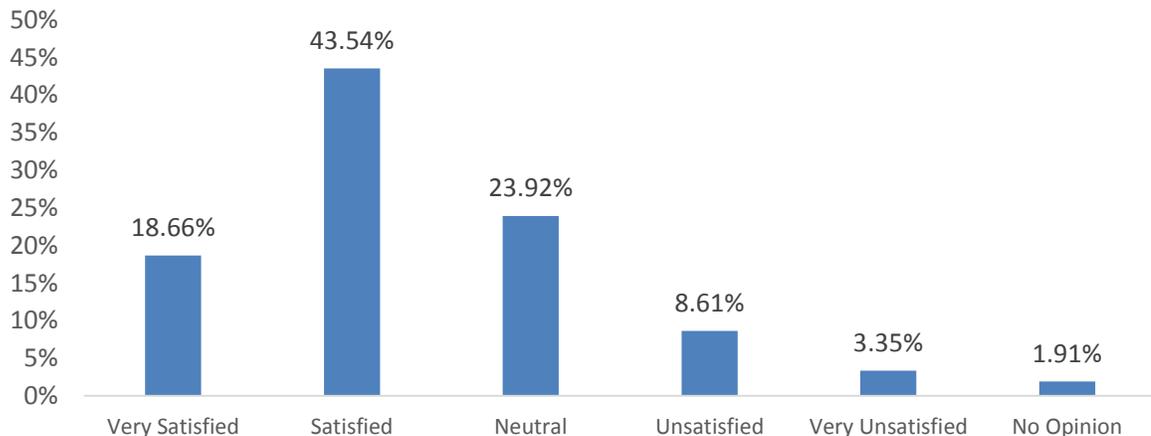
Customer service is another critical focal area for Technology departments and their customers. Various metrics comprise customer service and will be highlighted, including helpfulness, and courteousness.



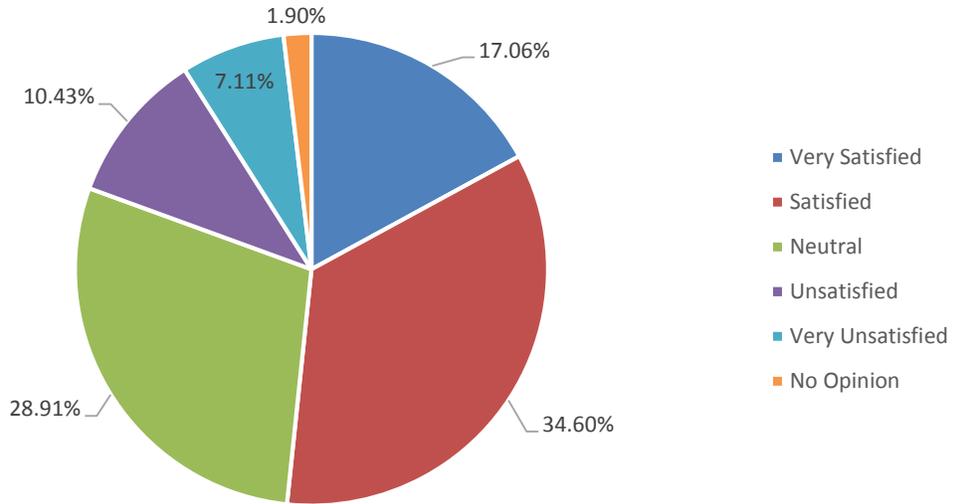
The IT Department scored relatively low on responsiveness satisfaction (58.29%), as noted above. This level of satisfaction needs to improve substantially and approach 90% in the next three years. Responsiveness and customer service are essential to rebuilding trust in the IT department and must be made a priority. During interviews and focus groups, many individuals noted that the lack of responsiveness to service requests, help desk tickets and calls, as well as larger, more enterprise-focused projects, due to the staffing challenges within the IT department. In Section Six, the specific staffing challenges will be discussed in greater detail, but it should be noted that sufficient IT staff numbers is essential for providing responsive service to City employees.

Helpfulness is another salient measure for customer service. Again, the Rocky Mount IT Department scores lower than desired on helpfulness, with a satisfaction rating of 62 percent. This metric was also confirmed in the majority of end user interviews. While most IT staff are helpful, there is a clear need for customer service training within the IT department.

How do you rate the IT Department's helpfulness?



How do you rate the IT Department’s courteousness?



Courteousness also is an area of concern, and speaks to the aforementioned customer service issues. The satisfaction rating is even lower than the other two measures, with only 51 percent of employees indicating satisfaction.

The customer service charts indicates a low level of satisfaction with the various aspects of customer service focus of the IT Department. While the IT Department is responsible for ensuring the security and integrity of the City’s information, it is also important to offer high-quality customer service. Customer service is an area ripe for improvement for the Rocky Mount IT Department.

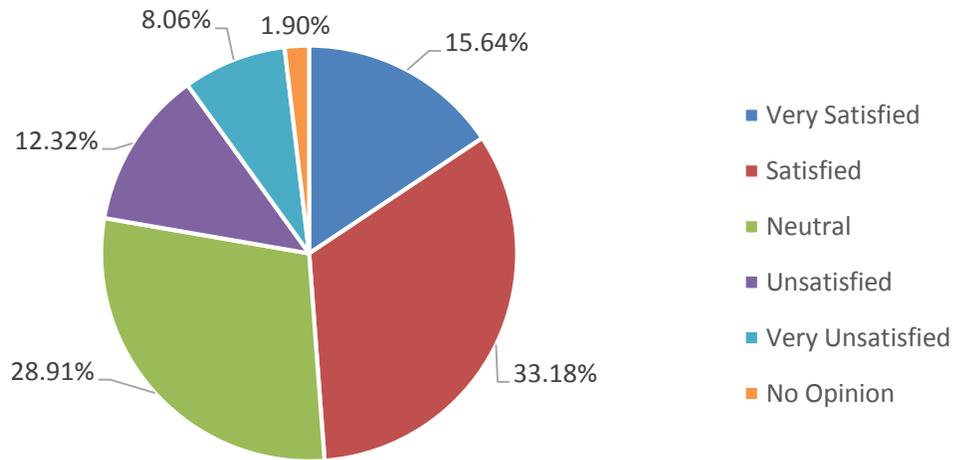
“Quality in a service or product is not what you put into it. It is what the client or customer gets out of it.”

Peter Drucker

Communication and Knowledge Base

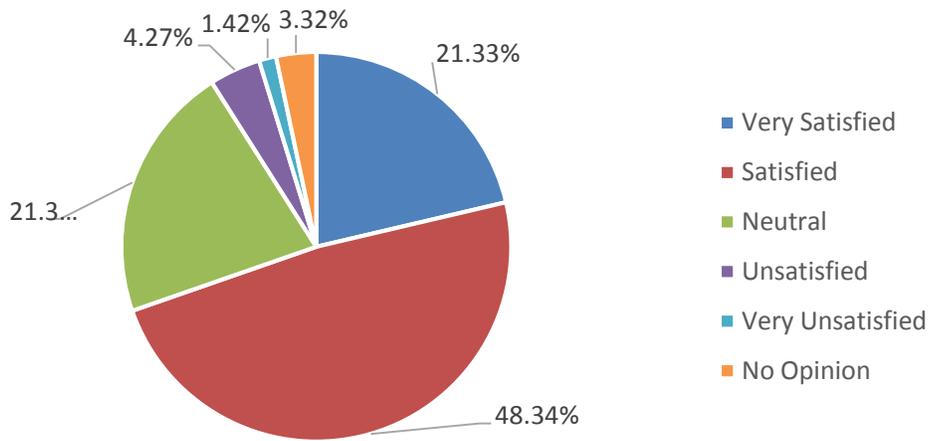
Communication and knowledge base are major components of describing the end user experience and satisfaction level with a given IT Department. In Rocky Mount, communication is one area of concern, as noted during the interviews and focus groups. The satisfaction level is only 48.8%, which is much lower than peer governments. The IT Department should strive for a satisfaction rating above 90 percent. Several proposed solutions in Section 6 will address the communication challenges currently found in the City.

How do you rate the IT Department's communication skills?



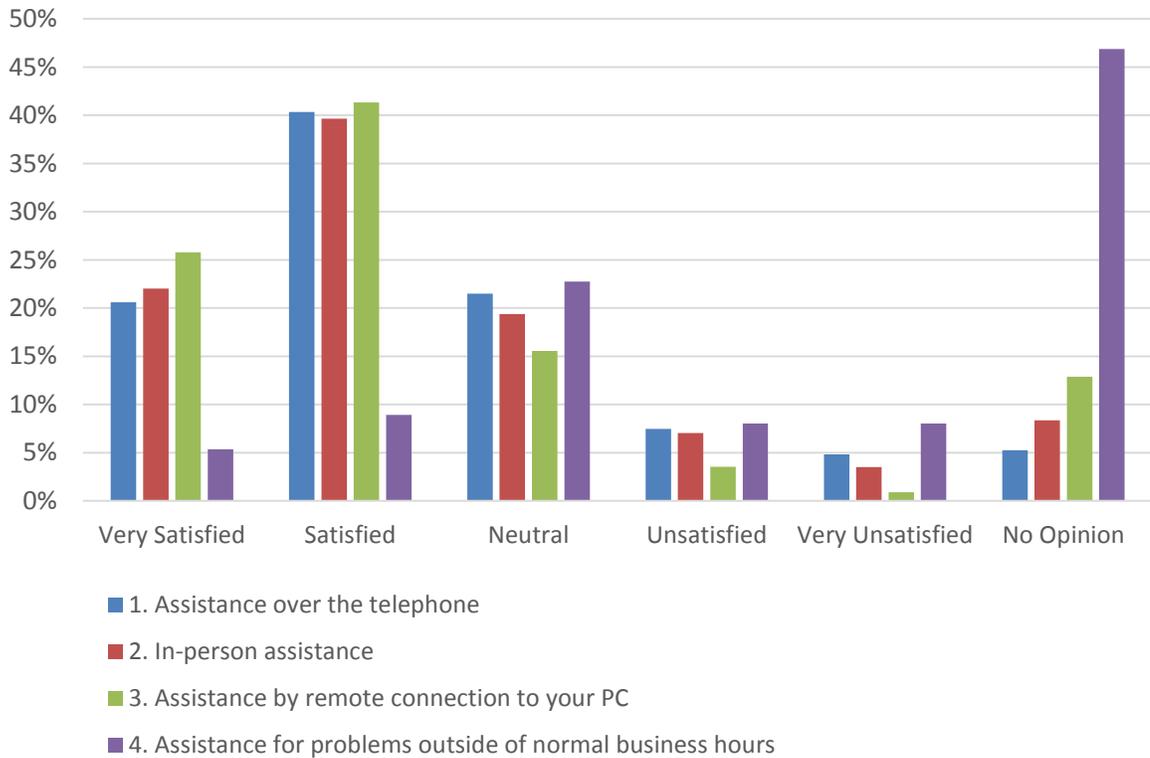
The IT Department’s satisfaction ratings for knowledge base are more positive than other areas surveyed, as noted in the survey below. Almost 70 percent of the end users indicated their satisfaction with the IT staff’s knowledge base, further indicating many of the issues noted in this report are related to customer service and appropriate staffing levels, not IT employee skillsets.

How do you rate the IT Department’s knowledge base?

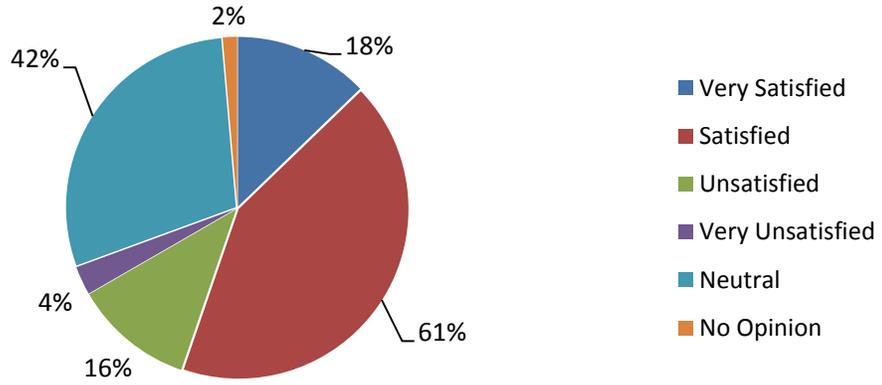


In terms of assistance and support offered by the Rocky Mount IT Department, there is moderate satisfaction across the first three types of assistance noted in the chart below. It is important to note the consistency across the in-person, telephone, and remote PC assistance. Currently, the IT Department is substantially under-staffed and in order to provide the level of customer assistance, particularly outside of normal business hours as preferred by City employees, additional staff are mandatory. Section 6 will offer additional input on the current staffing levels within the Rocky Mount.

Please rate the following ways you may have received assistance from the IT department

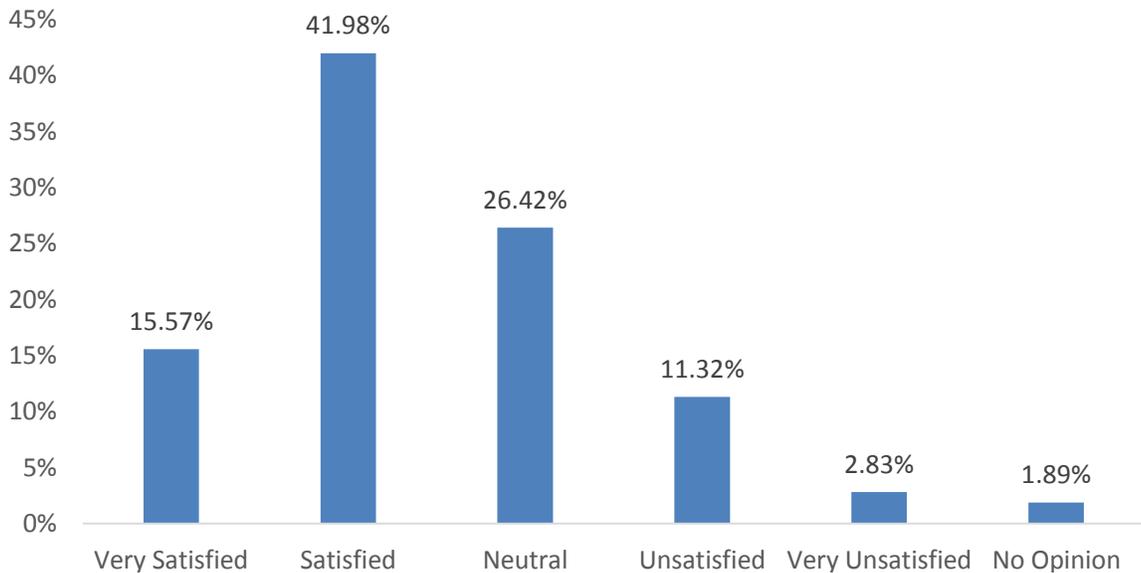


Please rate your satisfaction with technical resolutions offered by the IT Department.



Technical resolutions offered by the Rocky Mount IT Department rate moderately high, at 79 percent. This is also demonstrated in the moderately high satisfaction scores found on the knowledge base question.

Overall how do you rate Rocky Mount's IT Department?



Finally, as noted in the chart above, approximately 57.5% percent of respondents are satisfied with overall support and delivery of technology solutions by the IT department. This level of satisfaction is quite low compared to other similar governments and should be routinely monitored as the suggestions in this report are implemented to determine if those investments are having the desired results. There are areas of weakness across the IT organization, based on information gathered from interviews and focus groups, but lack of trust and poor customer service are two of the most concerning findings. The following sections will address potential solutions and opportunities as identified by the survey and City staff interviews.

SECTION 5: SERVICE ALIGNED IT INVESTMENT STRATEGY

The Vision

The technology vision for the City of Rocky Mount capitalizes on the benefits derived from strategic technology planning and investment, both for internal departments and external customers. The vision is aligned with Council and staff goals, objectives, and strategies in an effort to stay focused on service aligned investments. In the service aligned investment model, IT investments are driven by citizen and departmental needs and focus on agility in the provision of services. Success in this service-aligned model is dependent on a clear understanding of City priorities and how business is conducted by City departments and the citizens who interact with those departments.

In order to facilitate this understanding, the City IT Department needs to establish Business Relationship Manager roles within its department. In order to establish these critical roles, additional IT staff are required to ensure that service levels do not deteriorate as the Business Relationship Managers work with departments to gather mission-critical knowledge. The Business Relationship Managers work closely with departments, developing knowledge and understanding of their business processes, objectives and technology needs. By employing strong business skills to support equally strong technical capabilities, the IT Department can achieve a holistic understanding of how services are consumed by the business, how IT's actions affect departmental productivity, and how to provide innovative solutions. The IT Department can review and enhance its service offerings and capacity using these resources.

Furthermore, it is critical that strategic technology planning become an integral part of each department's annual planning process, as well as a key component in the long-range planning of the City. It is important to note that this strategic technology plan is not limited to technological infrastructure, hardware, and software, but rather, encompasses all strategic information management functions. Therefore, the strategic technology vision for Rocky Mount includes:

- The adoption of a strategic technology investment strategy that aligns functional City Council and departmental goals, objectives, and needs with technological solutions. In essence, the business of government will become enabled by technology instead of technology driving the business changes.

- Creating, extending, upgrading, and maintaining of the technology infrastructure to allow the City to effectively and efficiently communicate between locations, departments, and individuals.
- Implement and utilize performance metrics and customer service commitment to ascertain progress.
- Utilize IT service management as a mechanism to provide superior, equitable customer service and problem resolution.
- Enterprise approaches to strategic IT investments are also central to leveraging economies of scale and holistic solutions.
- Provide City residents and staff with more convenient, open access to information in order to facilitate decision-making.
- Recognize and embrace the value of innovation as a critical means to improving services.

The driving vision for information technology (IT) within the City includes the development of an enterprise-wide focus on IT, a focus on the customer and the use of IT as an enabler in efficient and effective customer service.

Achieving Excellence through Technology

Operational Excellence Foundation

As service-aligned IT evolves in Rocky Mount, the City IT Department will operate from a foundation of operational excellence, as outlined in the following table. These criteria are part of the IT Department’s objectives and are simply noted to offer guidance and reference to the service-aligned IT model.

Provide Excellent Customer Service	Leadership	Ensure Strategic Use of Technology	Education	Decision Support
✓ Insure stable and productive technology environment that supports departments in the performance of their missions	✓ Set technology direction and standards based on service aligned investment methodology	✓ Ensure software purchases and development are consistent with existing technology standards	✓ Ensure users are properly trained on essential technologies	✓ Assist City departments in assessing software purchases
✓ Respond to requests for service within specified timeframe	✓ Staff the City IT Governance Committee	✓ Ensure support for enterprise solutions	✓ Provide tutorials for self-paced learning	✓ Evaluate buy vs. build software solutions
✓ Provide deliverables within promised timeframes	✓ Develop a vision for technology in the City	✓ Determine interface requirements to existing systems	✓ Make e-learning opportunities available	✓ Ensure contractual standards of support
✓ Defining clear scope of expectations with end users	✓ Facilitate organizational process improvements	✓ Identify emerging technologies which will meet the organization’s needs	✓ Provide documentation for key processes	✓ Assist departments in management and service delivery
✓ Assist end users in identifying needs and understanding requirements				

Role and Responsibilities of IT Department

The guiding mission of the Information Technology Department, in support of the City of Rocky Mount, is to provide strategic oversight of information technology in order to provide better and more cost effective services to the public while providing stewardship of the City's digital information assets. In support of Council priorities, Information Technology works with City Management and departmental staff to ensure technology is deployed in a cost-effective manner, while focusing on improving efficiency, collaboration, reduction in error rates, statutory compliance, and increasing levels of customer service and services to the public. This plan links the IT Department's goals and objectives to the goals and objectives of the governmental enterprise, as well as to individual departments, in order to meet citizen needs using flexible, productive, and innovative approaches.

Furthermore, the Rocky Mount IT Department, along with other City departments, is responsible for creating a quality-focused, highly productive, responsive organization, which meets and exceeds customer requirements through continuous improvement of products and services. The goal of the department is to support the business units within the City through the strategic use of technology, in a manner consistent with service-aligned IT. In addition, enhanced efficiency, effectiveness, and service delivery are critical to the Department and the organization at large.

The IT Department is a service organization which serves the needs of City employees, residents, visitors, and businesses through strategic investment and management of digital assets. The projects undertaken by the IT Department are driven by organizational and departmental needs and opportunities.

The Mission of the City of Rocky Mount IT Department

The mission of the Rocky Mount IT Department is multifold. Its primary objective is to provide strategic information technology leadership, resources, and access to internal and external customers within the City. In order to accomplish this goal, the IT Department focuses on the City's overarching goals:

- I. To evaluate the needs of the public through improved citizen interaction*
- II. Provide quality cost effective services to the community*
- III. Improve public access to the City and its services*

MISSION

The City of Rocky Mount's IT Department is responsible for achieving excellence that is unparalleled in local government by providing leadership in implementing, supporting and delivering technology solutions that align with organizational goals and objectives.

In order to facilitate meeting the objectives above, the IT Department:

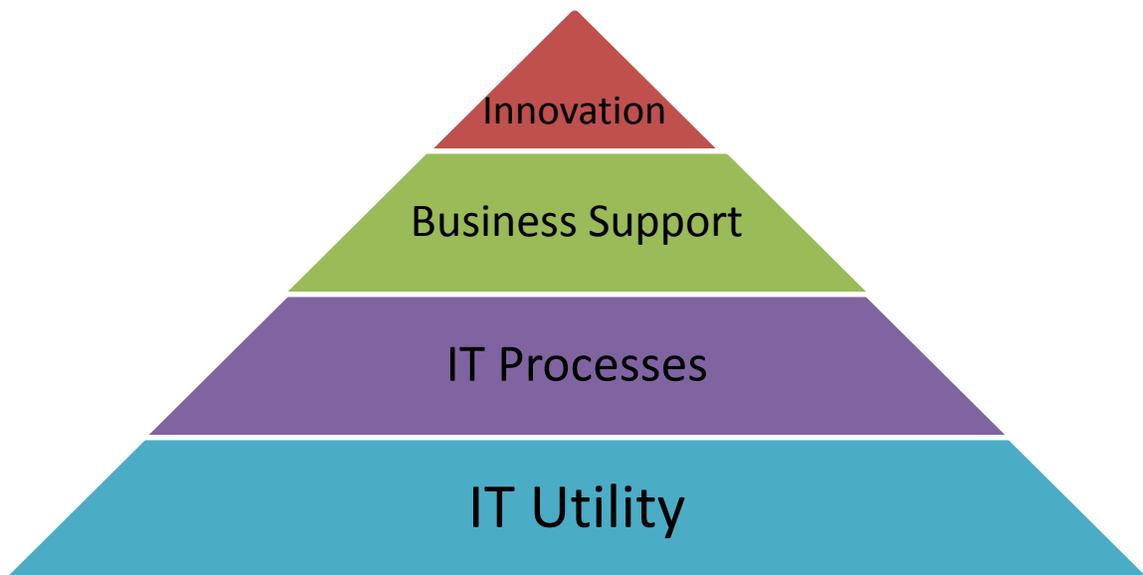
- Supports City departments through the skills of the IT staff, including identification of technology trends, examination of key business functions, and business process analysis and re-engineering.
- Supports the City's mission by identifying, providing, and maintaining information technology systems and applications.
- Empowers internal and external customers to create a positive City experience through the strategic use of technology.

Each of these objectives makes Rocky Mount a better place to work, live, and visit through the strategic use of information technology.

SECTION 6: STRATEGIC ENTERPRISE TECHNOLOGY INVESTMENTS

Overview

As information technology investments increase across the City of Rocky Mount, there is a marked need to increase the level of staffing, funding and support for these value-added services. The most critical components to ensuring the success of the projects in the coming pages are related to the base level IT investment noted in the schematic below:



The IT Utility function is the base of support for all technological impacts, including efficiency and effectiveness gains, as well as innovation and enhanced service delivery. In order to engender success for current and future IT investments, the City must increase the current staffing level of the IT Department. It is impossible to overstate the importance of increasing the current staffing level prior to engaging in the majority of the recommended, high-impact projects that will enable the City to be a leader in citizen service and effective and efficient government. **Many of the projects contained in the following pages should not be undertaken without increased IT staffing through consolidation, hiring, or outsourcing, as they will increase risks for Rocky Mount in economic, legal, and political arenas.**

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The technology priorities center on specific categories of enterprise projects. Priority rankings of projects are offered in each categorical area for the City of Rocky Mount to consider. These priorities should be assessed by the recommended IT Governance Council and be revised as deemed appropriate. Priority ranking levels are described in the table below:

Priority Level Ranking	Description
Level One	A Level One project should be started within the next year in order to meet critical business support requirements.
Level Two	A Level Two project should be started within the next two years in order to further citizen and employee impact needs.
Level Three	A Level Three project should be assessed and started within the next three years to ensure innovation and technological advancement are occurring within Rocky Mount.

In the following pages, investments related to information technology will be offered for consideration. The recommendations are arranged in terms of priority ratings, as well as non-technical versus technical recommendations. First, all Priority Level One items will be discussed, non-technical followed by technical, then Priority Level Two, and finally Priority Level Three.

PRIORITY LEVEL ONE PROJECTS

NON-TECHNICAL RECOMMENDATIONS

Trust & Accountability * IT Governance * Centralization of IT *
Communications * Service Level Agreements

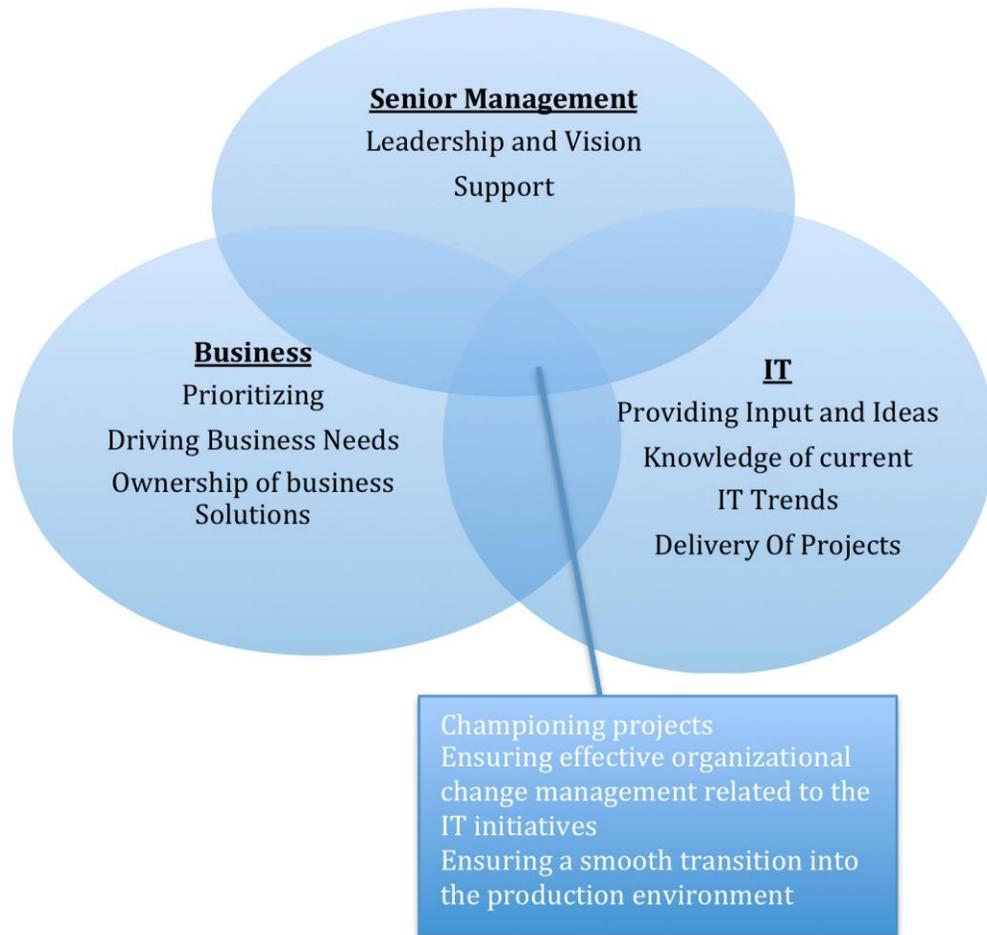
Trust, Accountability and Authority:

There are three major issues related to the trust, accountability and authority of the Rocky Mount IT Department. First, the IT Department needs to re-build the trust of the City staff. Practices such as shared passwords, reading staff emails, reviewing staff calendars for appointments, etc., must be eliminated immediately. City employees need to feel confident that IT is a customer service organization with a strong commitment to maintaining employee privacy and protecting sensitive data. In addition, improving customer service skills among all IT employees will assist with re-building trust and improving employee morale.

Second, the IT Director needs to be given more authority over all departments within the City with respect to information technology projects. The IT Director is the senior technology leader of the organization. Per the job description, the IT Director is accountable for all computing, communications and network technology across the organization. In addition, the position is responsible for long and short range planning efforts, establishment of new information technology policies, and to provide the leadership and vision for Rocky Mount with respect to information technology. Second, the IT Director needs the full support of the senior leadership of the City with respect to exerting authority. Currently, the IT Department's efforts for standardization and centralization have been circumvented due to autonomous decision-making at the departmental level. Together, the exertion of the position's authority and support from senior City leadership can lead to more efficient and effective service delivery from the IT Department. Several methods to increase the authority of the position can be adopted.

One mechanism for asserting this authority is to develop policies and procedures for adoption and use by the departments, with sufficient enforcement from senior administration. While some policies and procedures do currently exist and others are suggested in this report, those policies are not consistently implemented or followed across departments. The interviews revealed that many departments are aware of policies, such as time and attendance logging requirements, but have been given informal authorization by either department leadership or City administration to operate outside of the required procedures. The suggested model is to develop policies and procedures,

submit the documentation to Human Resources, and then Human Resources submits the recommendations to the City Manager or Assistant City Managers for review, acceptance, and dissemination to the City employees. Currently, the IT Director is perceived to be accountable for information technology across the organization but the position does not have the authority to ensure success. Additional efforts to improve this perception should be undertaken, such as clear policy directives, authored and supported by senior leadership, which indicate the leadership position of the IT Director. The following chart demonstrates the ideal relationship for IT as a strategic partner within the City of Rocky Mount.



Communications Process:

One area for improvement is external communication between the IT Department and City departmental staff. Improved communication tools and procedures are critical to the continued success of the City's IT Department. The IT staff offer a unique opportunity to discern potential problems or challenge approaches, which can lead to improved processes and products upon completion. Furthermore, better communications will improve trust among staff, both with management and with peers. A renewed effort around communications with other departments can be conducted without additional IT staffing. However, in order to reap the greatest benefits for the departments and the citizens, the IT staff should be increased to allow service enhancement and more detailed and frequent communications.

First, the City should invest in Help Desk software to facilitate the communication process with end users. Additionally, an investment in and use of a City Intranet or other collaborative tools, such as SharePoint, would allow ubiquitous employee access to project materials, contracts, purchase orders, and other forms of documentation. Finally, IT leadership needs to engage in routine, consistent communications with other department heads, in order to increase knowledge of City IT services, policies and procedures. The City of Rocky Mount needs to focus on transparency and openness internally, as a means to provide complete, accurate information to as many City staff as possible. As the IT Department progresses, it is essential for the senior IT staff to regularly meet with the City management and departments to determine their needs, analyze their business processes, and offer ideas for innovation and performance enhancement through technology solutions.

Customer Service:

One area for improvement within the IT Department is customer service. Many of the interviewees and survey respondents noted some dissatisfaction with customer services from many of the divisions within the department. The most frequent complaints were related to the departmental staff not responding to questions or requests in a friendly, helpful manner, or having difficulty resolving an issue due to the person who performs the task being unavailable. The aforementioned issues of single points of failure in the current IT staffing structure are part of the root cause of the customer service issue. However, there needs to be a reorientation of all IT staff that their job is to serve the City staff in order to make their work as efficient and effective as possible. A customer service training offering would provide foundational grounding for all IT staff.

Help Desk Software:

To improve end-user satisfaction, the IT Department should implement Help Desk Software. Solutions like Track It! create help desk tickets to manage customer requests. Once implemented, the software solution allows users to automate emails into work orders, prioritize and track tickets even while away from their desks, and manage asset inventory. The IT Department can use Help Desk Software to

push updates to computers, offer remote assistance to end users, store and share implemented solutions in their own internal knowledge base, and track IT-related purchases for future reference and orders. Employee attendance at training classes, not just IT-related, can be recorded in similar software.

Senior Management Support and Involvement:

The number one predictor of an IT project's success is top management support. Given the current leadership within the City, there is ample opportunity to have more involvement from the technology-savvy management team. Many department heads, as well as IT staff members, note a lack of political support for technology investments from the senior management and the City Council. The management team could provide the support and impetus to further accelerate Rocky Mount's status as a technology leader across the state through its involvement in the IT Governance structure. Senior management support and involvement does not require additional IT staffing.

Information Technology Governance Structure

The role of the IT Governance is to ensure that IT is aligned with the business and delivers value, its performance is measured, its resources properly allocated and its risks mitigated. The IT Governance structure should be established by the IT Department, but the City should ensure that senior management is involved in the Governance process, serving as Governance Chairperson for at least the first year of the endeavor. In addition, the governance structure should be composed of department heads and senior leadership in order to assist the Information Technology Department with project prioritization, goal alignment, and risk management. The ideal size of the IT Governance Council ranges between five and nine individuals. The IT Governance Council can be established and formalized without additional IT staff. Additional information on the suggested IT Governance Structure is found in Appendix B.

Centralization of IT Functions:

Rocky Mount has a primarily centralized IT structure, but some staff in other departments perform IT functions and GIS is located outside of the IT Department. In an effort to standardize the work currently occurring in the City, as well as to prevent single points of failure when there is only one IT person serving a given department, it is advised that Rocky Mount develop a fully centralized approach to IT services, including GIS. Ideally, if appropriate personnel are allocated to the IT Department, the conversion to a fully centralized IT structure should occur within the next three years.

However, it is important to recognize the substantial contributions made to the City Departments served by individual GIS staff within the departments. Therefore, as the City moves towards a centralization model, there are intermediate steps that will allow the individual departments who are supported by their own GIS staff to continue to retain their current structure but allow for additional resources and support. The prescribed model for the interim period involves regular, mandatory meetings between all IT and GIS support staff in individual departments with the City IT department. These meetings will occur on a weekly or biweekly basis and should start occurring immediately.

In addition, the City IT Department should develop a standard set of operating procedures, system requirements, network configurations, and other required standards applicable to technology investments. It is critical that all City departments are required to act in accordance with the developed standards and such standards are enforced by the City Manager and supported by the City Council in order to ensure legal and regulatory compliance.

IT Staff Cross-Training:

One area of major concern within the Rocky Mount IT Department is the number of single points of failure due to localized knowledge. Many of the work processes and jobs performed by City IT staff are done in isolation without other staff being cross-trained in the efforts. The over-reliance on individual staff is a substantial risk for the organization and needs to be ameliorated by mentoring, cross-training, required documentation of processes and changes, as well as through hiring additional staff in key areas. Specific cross-training on major initiatives should be undertaken immediately. In addition, the current practice of using former employees to provide services to the City should be eliminated, as those legacy applications should be migrated to internally supported functions.

The City IT staff possess a variety of skill sets and should be routinely encouraged to attend training opportunities to further their professional knowledge bases. One of the major opportunities identified for the City is to use education to cross-train current and future IT staff to ensure no single points of failure, as well as to provide back-up support during times of illness, vacation, or other absences. There is substantial research that indicates that training of IT staff can provide a 575% return on investment to the organization, due to reduced levels of rework and experimentation, as well as engender departmental service orientation. The training opportunities for the IT staff are critical to capitalizing on the strategic IT investments being made by Rocky Mount.

Roles and Responsibilities of IT Staff:

The City IT Staff need clearly defined roles and responsibilities tied to their job description and performance evaluations. One of the major sources of frustration for the IT staff is related to lack of understanding and documentation for individual responsibilities. Additionally, the defined roles and responsibilities will allow for the needed cross-training and skill-based asset mapping to ensure continuity of services and capitalize on the knowledge and talents of the IT staff.

Budgeting:

One of the largest challenges in local government is related to budgeting. In order to capitalize on economies of scale and bulk purchasing, as well as to efficiently manage technology investments and life cycling of equipment and applications, the City needs to move to a centralized IT budget. In addition, Rocky Mount management needs to require all grants and bids involving technology to be vetted by the IT department prior to the grant submission. This recommendation is not offered as a means of controlling grant-seeking efforts. But, as departments find funding opportunities involving new technology purchases, the IT department can offer expertise in order to most adequately capitalize on the opportunity. In addition, the post-grant ongoing costs associated with the technology investment needs to be examined for organizational impact and feasibility prior to committing future resources.

Service Level Agreements:

Many public sector agencies are moving toward the establishment of Service Level Agreements. SLAs are contracts between a customer and provider that indicate the terms of service that will be provided. For example, many Technology Departments create service level agreements with their internal customers (departments) in order to set standards around response time to requests, server uptime, or network reliability. Rocky Mount's IT Department should consider the role of SLAs in the organization, in particular, as a means of communicating customer service standards for internal clients. In alignment with IT Service Management, it is recommended that Rocky Mount move toward the establishment of Service Level Agreements. See Appendix C for a sample SLA.

Overall Training and Utilization of Current Investments:

As Rocky Mount makes significant investments in a variety of quality software applications, a concerted effort to increase end user utilization of the full functionality of such programs should be encouraged. In particular, the City staff need training on all new projects, along with refresher options for current software. Most individuals in any given organization only use about fifteen percent of a given software's functionality, and the end users in the City appear to have similar utilization rates, although some departments expressed significantly lower rates of utilization and understanding of deployed software functionality. End user training, as well as IT staff training, is critical to improving software functionality utilization rates. The City needs to either invest in external end user training through contracts or add staff to the IT department to conduct such training.

Legal and Regulatory Compliance Training:

An area of notable concern is related to the legal and regulatory compliance training for all City employees and elected officials. Rocky Mount should consider implementing annual training on

public records laws, City and State retention requirements, HIPAA and PHI compliance (related to personal health information), Red Flag Rules compliance, and PCI compliance (related to securing cardholder data in debit and credit transactions).

In addition, it is imperative that the City become FBI CJIS compliant. Resources related to FBI CJIS compliance can be found at: <http://www.fbi.gov/about-us/cjis/cjis-security-policy-resource-center/view>. Major areas of non-compliance exist in the City, including the current email system, lack of operating agreements between the IT Department and the Police Department, necessary background checks and annual security training, and current infrastructure components.

Security Policies:

The City of Rocky Mount has invested in security technology to protect its data assets and manage its risks. The City has also moved to a formalized security management structure and process that is consistent with industry best practices. The formalized security structure and process allows for improvements in accountability, transparency, and risk management. Implementing an effective security practices and polices is an ongoing commitment by the organization. Good security practices and policies require discipline and awareness by all employees of the City, even with devices as simple as flash drives. In order to have effective security polices in Rocky Mount, a security education program should be put into place to enhance the culture of security and strengthen the security management process. However, an over-reliance on security is an equally detrimental issue. It is important to balance technology investments and end user satisfaction with security policies and procedures.

Acceptable Use Policies:

Acceptable Use Policies (AUP) or Fair Use Policies are designed to restrict the ways that a City network can be used. Rocky Mount should create an AUP and upon approval of City management, disseminate the policy to all City employees. In order for the AUP to be most effective, the City needs to offer training on the AUP during new employee orientation, as well as require an annual review of the policy by all City employees, along with a signed and dated document indicated that the review was completed. This training could be conducted in a seamless manner by recording a tutorial video that would be placed on the Intranet and viewed by the new employee within a designated timeframe.

In addition to the AUP, the City of Rocky Mount utilizes an Internet filtering solution to prevent employees from accessing inappropriate or high-risk content. There is limited understanding among City staff as to what is blocked, why it is blocked, and how to gain access to currently blocked content when required by one's job. The IT Department needs to provide an overview document for all employees on the basics of Internet filtering, including how to request access to blocked Internet sites.

Privacy Policies:

In addition to the various policies mentioned in this plan, it is important for the City of Rocky Mount to provide ongoing reminders about the lack of privacy on the City network, City-owned equipment, and the City email system. The City should provide a reminder statement and acceptance requirement about limited employee privacy in order to access the City network or email system. Many organizations have a policy statement at the point of system logon, which simply reminds the staff of their limited privacy and, in order to login to the City network, requires acceptance of the statement.

PRIORITY LEVEL ONE PROJECTS

TECHNICAL RECOMMENDATIONS

Connectivity & Network * Email * Website

Connectivity and Network Extension:

Fiber and wireless networks are the future of the public sector. Improvement of the City's network infrastructure is a major priority investment for Rocky Mount. As the City continues to expand its service locations and increase service provision, it is essential that investments in capital technology infrastructure are included in such extensions. Specifically, the City needs to re-cable its facilities with CAT 6E in order to move to a more stable environment that can support Voice over IP telephony. In addition, the City should substantially increase its bandwidth connection speed to roughly 1 GB within the next two years. Clearly, fiber investments are critical to Rocky Mount, in terms of connecting geographically dispersed governmental buildings and should be planned and budgeted for, as part of the capital budgeting process. It is especially critical to consider the installation of fiber across the City, particularly to remote locations and for citizen service, continuity of business operations, and public safety. As new facilities are built for the City, IT requirements, such as fiber optics, should be included at the onset of planning.

Additionally, wireless investments should be leverage across all City facilities for public consumption. City staff's interest in the mobile workforce, as expressed by many departments, requires the utilization of existing wireless networks or the creation of new networks dedicated to public sector utilization. A variety of efforts at the federal level are increasing the opportunities for local governments to access dedicated public sector spectrum for use in the creation of such wireless networks. The application of wireless networks has demonstrated an incredible return on investment, in terms of man hours and citizen perceptions. As the network extensions occur, mobile applications that run on wireless networks should be increasingly procured. One area of noted interest among government employees is the installation of additional internal wireless within the various City buildings and locations. However, it is critical to limit City employee access to metered bandwidth in order to reduce the bandwidth consumption rates currently occurring in the City.

Email Solution and Email Archiving:

The City of Rocky Mount currently uses Google Mail or “g-mail” as its primary email environment. It is our recommendation that the city migrate to an exchange environment by using the Office 365 platform. This platform allows the city to have a standard email environment that matches the suite of applications currently being used by the city. Migrating to this platform also allows the city to stay up-to-date with all its office applications without having to host the servers internally. This proposed platform would also ensure the city is compliant with state laws as it relates to public records and retention. (See email archiving section below)

Rocky Mount needs to examine email archiving solutions as a method for maintaining public records and comply with potential litigation and electronic discovery issues. Ideally, the City should consider a policy-based e-mail archiving solution that will allow the IT Department to manage large e-mail archives, improve indexing and searching capabilities, and maximize space on production servers and increase backup times.

Website & Content Management:

The Website is the hallmark of the City, in terms of its public facing presence. There is substantial dissatisfaction with the Rocky Mount website among the interviewees. The site is deemed dated and static. An improved site that is more functional and user-friendly, with continued refreshment and redesign, is strongly encouraged to create a website that is reflective of the Rocky Mount’s leading-community status.

The City should examine its website and compare the site to those of similar government units across the country, in order to determine what upgrades and changes may be valuable to the citizens and provide the City with a more attractive, user-friendly Web presence. Rocky Mount should also consider establishing a Website Council composed of employees and potentially citizens in order to gather regular feedback and suggestions related to the site.

In addition, the City departments are unsatisfied with the current content update and page creation process. It is recommended that the City assess its current website and business processes should be examined to determine how the website update process can be made more efficient, including investment in a Content Management System. In addition, pages targeted to specific events within the City which generate significant citizen, business, and visitor engagement opportunities should be included and streamlined.

PRIORITY LEVEL TWO PROJECTS

NON-TECHNICAL RECOMMENDATIONS

IT Department Creation * GIS * Project Management * Training

Information Technology Department Creation:

The IT Department is currently structured in a less than optimal format, due to a variety of factors. Rocky Mount needs to create a stand-alone IT department by moving the department out from under the Finance Department. The IT Director should report directly to an Assistant City Manager, as do other City department heads. The location of the IT Department under the Finance Department is not found in any comparable cities and is not a best practice. By making this transition, it will ensure that all departmental requests for IT-related projects are discussed in Department Head meetings and ensure adequate understanding of resource availability. Furthermore, the stand-alone IT Department and a service-aligned structure will provide the IT Department with organizational clout and buy-in with other department heads to provide the best technology solutions to departmental and enterprise needs and challenges. The current department and staff can be restructured into the new model but there is a significant need for additional position development and subsequent staffing in order to allow the IT department to focus on strategic initiatives and providing technology solutions to the business challenges faced by the City and its various departments.

Geographic Information Systems (GIS):

The City of Rocky Mount, like governments across the United States, has become increasingly reliant on Geographic Information Systems (GIS) as a tool for visually displaying spatial information, making accurate decisions based on timely data, and forecasting potential opportunities and impacts on its services and citizens. GIS work is highly desired and valued across the City, as well as by peer institutions.

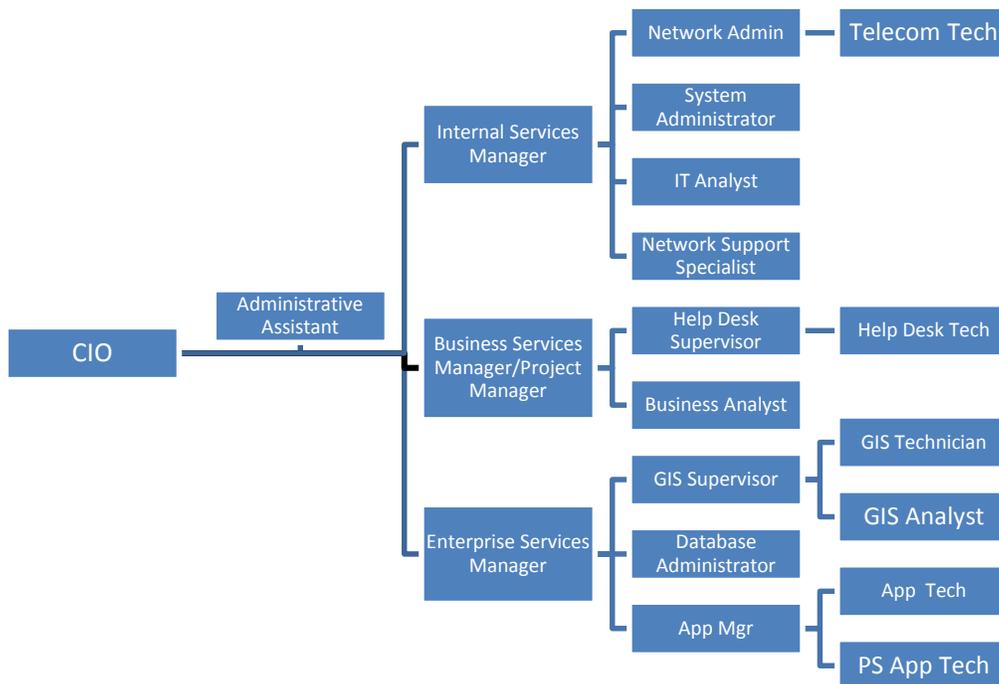
However, the City needs to increase its GIS functionality and use across the organization. One major area of concern is the lack of a centralized GIS group. GIS is currently decentralized across several City departments. As the criticality of GIS to all departmental and enterprise functions has increased, the location and reporting structure for the GIS division should be examined. Comparing Rocky Mount with peer cities, based on size, the scope of GIS work, and the staffing within the GIS division, the most common location for GIS is within the Information Technology Department. The current City

staff who administer the GIS system are talented employees, but there should be additional cross-training and succession planning in order to ensure the viability of Rocky Mount GIS in the event of a staff member’s departure.

Staffing Needs within IT Department:

There is a clear need for additional staff within the IT Department. In order for the department to operate as a high-performing organization, individual staff need to have areas of expertise and specialization. In order to optimize the organization, the specialization of current staff indicates a need for training and certification among the IT staff, as well as an increase in staff to provide additional services to the end users in the departments. One approach to increasing IT staffing levels and improving IT services is to consolidate IT employees working in specific departments into a consolidated technology department. These employees may still be physically located in the key service departments but their reporting structure should fall under the City IT Director/CIO in order to create economies of scale, cost savings, and better controls on IT investments. In addition, there are specific positions that need to be considered for priority hiring and should be done in consultation with the IT Director. The increased capacity gained by increasing staffing levels will also allow for additional 24x7 support for City employees, like public safety professionals. An ideal organization chart is provided below. The positions noted include internal aggregation of IT personnel working outside the IT department, as well as new hires.

Sample IT Organizational Chart



Business Relationship Manager Model:

One noted process area of improvement within IT staffing can be facilitated by establishing a business relationship manager model within the Rocky Mount IT Department. In this model, IT staff will rotate between departments to assess business process, gain better working knowledge of daily operations, and partner with departmental staff to create technical solutions and enhancements to operational, tactical, and strategic issues. Essentially, the business and process analysts will assist in developing proactive solutions to business unit problems or challenges, versus the often reactive process used currently. The adoption of this model does presume an increase of IT Department's FTEs in order to achieve the level of service expected by the departments.

IT Skill Sets:

Current IT staff have a variety of skill sets and should be encouraged to attend training opportunities to further their professional knowledge bases. It is common across local governments to cut training budgets in period of economic downturn, so Rocky Mount needs to re-affirm and reinvest in their commitment to professional training. As previously noted, training of IT staff can provide a 575% return on investment to the organization, due to reduced levels of rework and experimentation, as well as engender departmental service orientation. The training opportunities for the IT staff are critical to capitalizing on the strategic IT investments being made by the City.

Project Justification Methodology:

The City of Rocky Mount should create a formalized project justification methodology that will be administered by the IT Governance structure. The project justification methodology will assess issues such as enterprise impact, timing of the project, cost of project, man hours required to complete, and mandatory nature (i.e. statutory requirement). Currently, the Information Technology Department is tasked with such decisions about resource allocation, but the oversight on project selection and prioritization needs to be conducted by a Governance structure. The project justification methodology can be created and implemented by the IT Governance Council without additional IT staffing.

Work/Process Procedures:

The IT Department needs to create a process for tracking all technology-related projects, possibly leveraging the much needed Help Desk software. All IT staff should use this process to ensure accurate documentation of current and ongoing efforts, as well as to justify position requests for future budget cycles.

Basic Computer Literacy/Proficiency Testing for All Employees:

Another area of concern is the limited basic computer proficiency of some City employees. The City should require basic computer proficiency assessments for all applicants prior to hiring into positions that require use of Microsoft Office products, email system, or network folder access. Additionally, all current employees should take the required proficiency assessments with remedial training offered for those who do not pass at an acceptable level.

Training for IT Staff:

The City of Rocky Mount has made significant investments in its IT professionals. However, that investment must be continued in order to maintain and update staff skill sets through the use of technical and non-technical training. In addition, with the rapid change of technology and the increasing complexity associated with information technology policies, procedures, and practices, it is critical that staff continue to engage in technical and managerial professional education opportunities. In the City, IT staff training needs to be conducted in a manner to ensure that at least two individuals are receiving similar training in order to create redundancies in staffing. This will supplement the mentoring and succession planning efforts.

Training for End Users:

Approximately sixty percent of the variance in technology project's success or failure can be attributed to the training available to end users. However, governments often view training dollars as expendable resources, not recognizing the connection between training and project success and return on investment. In order to increase technology adoption and to facilitate successful technology solutions for the departments, investments in end user training are critical.

Investments should be made in a variety of technology areas, including the basic Microsoft Office suite, the email system, enterprise packages such as the financial package and document imaging, shared technology, and department-specific packages. As the IT Department rolls out online training, department heads should be consulted to develop a standardized set of courses selected for each department's needs. All new technology deployments should include a detailed training plan that addresses the variety of learning styles within the City. Training is critical and should be adequately funded using best-of-breed training approaches. Lunch and Learn options and routine video updates from the IT Department should also be leveraged for maximum impact.

Standards Policies:

The technology components of the City of Rocky Mount should be functioning on a common architecture and be standards-based. This will ensure the interoperability (ability to share information and resources) and communication among systems while reducing support and training costs and increasing employee skills and knowledge. Standardization will include hardware, software, and infrastructure. Documentation of these standards should be widely distributed to department heads for decision-making purposes. However, standardization should not eliminate some departmental discretion. Departments should be allowed to determine the appropriate software, hardware, and technology solutions within the limitations of the prescribed standards. This level of discretion will allow the end user to receive the full functionality their work may require, while minimizing customization required by the IT Department.

Applications Policies:

The City should move from “silo” applications to enterprise applications. Rocky Mount has made many strides to standardize on a common platform and that work should be encouraged and extended into other arenas. As part of the applications policies, the City should routinely examine its expenditures on IT solutions to determine if the investment is providing the required functionality at a reasonable cost to the City. As application needs arise, the City of Rocky Mount should perform a total cost of ownership on build versus buy options prior to decision-making. Furthermore, plans for managing the lifecycle and replacement of systems should be put into place.

PRIORITY LEVEL TWO PROJECTS

TECHNICAL RECOMMENDATIONS

Voice Over IP * Disaster Recovery * NAC * SAN

Voice over Internet Protocol:

Rocky Mount has been considering migration to a Voice over Internet Protocol (VoIP) PBX system. This move is highly encouraged and will offer increased communication functionalities including unified messaging and desktop faxing, as well as reduced costs. Several governments have invested in VoIP solutions and realized a full payback within 18 months of implementation. The City should invest in a VoIP PBX replacement and migration across all departments. **In addition, the responsibility for telecommunications should be moved under the stand-alone IT Department, as the staff will have the required expertise to support the network-based telephony system.**

Disaster Recovery/Business Continuity:

Disaster Recovery and Business Continuity Planning is critical to local governments. As the City continues to extend its technology investments, consideration of infrastructure and application continuity and redundancy must occur. Rocky Mount needs a comprehensive Business Continuity Plan, supplemented by a Technical Disaster Recovery Plan, in order to ensure continuity of operations regardless of natural or man-made disasters, pandemics, or other large-scale operational events. A consultant can be used for the disaster recovery and business continuity planning process and documentation, so additional permanent IT staffing is not required for this work.

Mobile Access and Applications:

The most often requested application among all department heads and line staff is mobile access, including laptops, mobile devices, and a wireless network. Many City department heads and employees work from remote, field locations, and/or after-hours and desire the ability to access their programs and files through a VPN client or similar solution. However, the security issues related to such remote access are important to address and can be managed through a combination of technical solutions and in-depth end user training.

Network Access Control Solution:

Network Access Control (NAC) solutions control access to the City's network via policies, including pre-admission endpoint security policy checks and post-admission controls over where users and devices can go on a network and what they can do. NAC solutions prevent devices lacking antivirus, patches, or host intrusion prevention software from accessing the network and placing other computers at risk of cross-contamination of viruses and worms. The solutions also allow IT management to define policies, such as the types of computers or roles of users allowed to access areas of the network, and enforce them in switches and routers. Finally, most NAC solutions operate based on authenticated user identities which will be critical for compliance for many current and pending regulations, such as CJIS and PCI Compliance.

Storage Area Network:

As governments continue to collect data and information at an exponential rate, and subsequently store that data within the information systems, computing resources become strained. The City of Rocky Mount should invest in Storage Area Network (SAN) equipment within the next two years in order to house the data off the main technology resources, thereby extending their usefulness and reducing future expansion costs.

Server Virtualization:

The City should continue to invest in the consolidation and virtualization of its server environment, once the existing network and infrastructure have been upgraded. In server virtualization efforts, many small physical servers are replaced by one larger physical server, to increase the utilization of costly hardware resources such as CPUs. Server Virtualization will allow for a reduction in the total number of servers. As a general rule, one virtualized server can replace up to ten servers. By creating a virtual server environment, Rocky Mount can improve its total cost of server ownership through reduced hardware maintenance costs, and reduced energy costs. In addition, the movement to a virtual environment is essential for disaster recovery and business continuity.

Physical Security (Access Controls):

Physical security is a noted concern among many Rocky Mount employees. Access control systems are designed to increase the security level of locations, create a more controlled method of assigning and removing access to restricted areas on the basis of individual job duties, and will provide a management tool for the routine monitoring of building entry and egress. The City needs to purchase badge-based access control systems for all secure locations in City offices. Additionally, a panic system, security camera system, emergency warning system, and enhanced lighting is needed for the city facilities.

Standard PC Configuration:

A standard desktop configuration is desirable for the City of Rocky Mount, with specific base configurations for specific user groups or departments, in order to speed PC deployment to City end users. The IT Department also needs to invest in OS imaging software in order to increase time to production for new and re-imaged desktop and laptop computers.

Document Imaging:

Rocky Mount needs to invest in a document imaging and management system for enterprise use. This system will enable the organization to create, profile, search, check out, check -in, save, and locate documents stored electronically. In most document management systems, the documents are profiled with attribute information and are retrievable using key words or phrases found in either the full text or the document profile. In addition, data governance around document imaging, tagging, and naming conventions must be created.

Time and Attendance Management System:

The City needs to invest in a comprehensive time and attendance management system for employee use. Rocky Mount needs to assess systems which will integrate with a variety of software solutions. Additionally, the City needs to ensure that stakeholders are involved in the system selection, as well as regular, on-going training prior and during system implementation. As part of the time and attendance system, the City should invest in an integrated access control system with time and attendance tie-ins. The system will allow employees to utilize their smart cards to enter City facilities, as well as provide time keeping functionalities.

Printing and Multi-function Devices:

The City of Rocky Mount should move to networked printers and multi-function devices exclusively. Once networked printing is installed and required throughout the City, a managed service contract for support and maintenance of the machines is recommended.

City Council Agenda System:

Rocky Mount needs to replace the existing City Council minutes solution due to the end of its life. As this replacement process occurs, the City should consider moving to a seamless and integrated paperless agenda solution for the City Council as a method to reduce costs and decrease paper production.

PRIORITY LEVEL THREE PROJECTS

NON-TECHNICAL RECOMMENDATIONS

Open Data * Standardized Data Practices * ITIL * Power Users

Open Data Policy:

As governments move to increased open data platforms, they need to develop policies for dealing with such access. Specifically, the open data policies need to inform citizens of how their data will be shared when they choose to interact with the City electronically. Furthermore, the open data policy should provide guidance on appropriate use of governmental data, including copyright and fair use protections.

Standardized Data Best Practices:

Rocky Mount should move to a standardized data environment where data is collected once and utilized many times. This “capture once, use many” concept reduce duplication, inconsistencies and errors. In order to create a standardized data environment, common data elements need to be identified and named consistently across the organization.

ITIL (IT Service Management):

One popular way to organize IT Service Management is through the implementation of Information Technology Infrastructure Library (ITIL). ITIL contains codes of practice for quality management of IT services and infrastructure and it defines quality as “matched to business needs and user requirements as these evolve.” ITIL goals include: services that meet business, customer, and user demands; cost-justifiable service quality; role and responsibility definition; and demonstrable performance indicators. Rocky Mount should consider investing in training on ITIL principles to determine if the framework would add value to the Help Desk and Knowledge Base.

Additionally, as the City looks toward implementing IT Service Management, Operational Level Agreements (OLAs) and Underpinning Contracts (UCs) should be implemented. OLAs define how the IT Department work together to meet IT service level requirements. An OLA often includes hours of operation, responsibilities, authorities, response times, supported systems, etc. OLAs are internal

agreements that ensure the IT staff (centralized and within departments) support the common goal of providing superior customer service. UCs are legal, contractual agreements between third party suppliers of IT Support to the City IT Department. These contracts must be kept up to date and ensure that the third party will provide required levels of support as necessary.

Power Users:

As the City continues to progress with centralizing IT services, there needs to be a conscious effort to develop “power users” in each department, as a mechanism to offer on-site, first-level support for non-critical issues. Furthermore, the implementation of power users will increase the diffusion of knowledge about systems and applications across the City. Leveraging power users will require the IT Department to relinquish some control, particularly related to administrative rights and access. Policies will enforce proper actions and discipline in the event of improper activity, but shared control is essential for this model.

Research and Development Funding:

IT Departments are learning laboratories and there is a significant need for the department staff to test new technologies as they are considered for implementation in the user departments. The City needs to ensure that adequate investments are being made to allow the IT staff to use new hardware and software as “test beds” for innovation. Additionally, providing current technology to the IT staff will increase staff satisfaction, potentially reduce turnover, and improve the success rate of enterprise technologies, due to prior testing.

PRIORITY LEVEL THREE PROJECTS**TECHNICAL RECOMMENDATIONS**

Data Center * Intranet * Inventory Management * EA & SOA

Data Center:

The City of Rocky Mount needs to create two data centers in non-proximal locations, in order to ensure continuity of business operations. One solution for providing this level of redundancy and business continuity would be to create an inter-local agreement with a neighboring jurisdiction to allow for fail-over support with limited costs to the organization. Ideally, the jurisdiction's data center should be a minimum of five miles away from City Hall. In addition, the load balancing between the data centers will reduce the latency associated with some software programs, while improving connectivity and application/data redundancy. The establishment of two data centers should also include high-speed network redundancy, in the form of fiber connectivity, if possible.

City Intranet:

The City of Rocky Mount should consider the creation of an Intranet for all employees, through a system like Microsoft SharePoint server. The Intranet is a centralized web-based repository for pertinent employee information, such as training modules, address change forms, and benefits information. In addition to the Intranet, City staff need shared directory options with common mapping structures in order to facilitate the transfer of data between staff members.

Inventory and Asset Management System:

Inventory and asset management systems lead to increased economies of scale, just-in-time inventory, positioning of capital funds for technology purchases, and lead to better cost accounting for IT resources. The IT Department should conduct informal interviews to determine the needs of the departments and then evaluate the current tool for fitness. Additionally, the IT Department should conduct IT asset discoveries on an annual basis, in order to maintain a current listing of resources.

Citywide Dashboard:

City Administration and City Council Members seek to be more informed about the work within Rocky Mount. As a result, many governments are moving toward project and performance dashboards, which give a high-level overview of various projects in a given government and indicate the status of the project, with respect to time, budget, and user satisfaction. The City should consider investing in a dashboard system in order to engage in more transparent and accountable government, including. Additionally, the City should consider moving to paperless agendas for Council meetings as a method to reduce costs and decrease paper production.

Enterprise Architecture and Service-Oriented Architecture:

The current investment in Enterprise Architecture and Service-Oriented Architecture models across a variety of public and private sector institutions is worth mention. These models require that technology components are standardized and operate on common platforms. But, more importantly, the models encourage shared services, modularized and reusable application development, and improved communication within the enterprise. In addition, these models ensure the interoperability (ability to share information and resources) and communication among systems while reducing support and training costs and increasing employee skills and knowledge.

Standardization of Applications and Data:

As the City continues to invest in technology to gain efficiencies, increase effectiveness, and enhance transparency and accountability, standardization becomes more critical. Stand-alone systems are still being across Rocky Mount departments, limiting the utility and cross-functionality of data sharing and importation between business units. The City should seek to standardize as many applications as reasonable, or at least standardize data elements in order to encourage seamless data transfer between applications.

In addition, Rocky Mount should move to a standardized data environment where data is collected once and utilized many times. This “capture once, use many” concept reduce duplication, inconsistencies and errors. The standardization of data elements is often the most difficult policy to implement within disparate business units, but it allows the creation of centralized data warehouses, reduction in redundant data entry, and more effective management of information flows within the organization.

Metrics

Metrics

Internal Business Process * Customer * Learning

The following metrics are offered as a means to evaluate City IT performance. The implementation of performance metrics is a Priority Level Two-Three project.

PRIORITY LEVEL TWO-THREE

Internal Business Process Metrics:

- IT Support Cost per Employee: IT staff salary and fringes divided by the total number of City employees they support
- Compare the IT Support Cost per Employee to Local Private Support Firms (to determine if the cost is lower than outsourcing the work)
- IT Maintenance and Support Cost per Employee: same formula as above, but add in the total maintenance costs for the City and then divide by the total number of City employees
- Percentage of PCs currently under manufacturer warranty

Customer/Stakeholder Metrics:

- Customer Satisfaction Survey: conducted annually or every six months
 - Supplement this with monthly customer satisfaction surveys based on help desk tickets
- Infrastructure Incident Resolution Index (SLA): Incidents resolved with SLA / Total Incidents
- Incident resolution within SLA target
- Percentage of problems resolved within 4 hours, 8 hours, 24 hours, 48 hours (per SLA)

- System Availability by application priority level:
 - Measured as percentage of employees affected by outages, based on application priority level (as established by the IT Governance Council)
 - Measured as percentage of business hours affected by outages, based on application priority level (as established by the IT Governance Council)
- Percentage of help desk calls resolved at the time of the call
- Percentage of project requests addressed:
 - On Time
 - On Budget
 - To User Satisfaction
- Average time required to repair pc/printer

Continuous Improvement:

- % Costs for Value-Added Services
- Cost-Benefit of Efficiency Improvements, including Cost Savings from Efficiency Improvements

Business Alignment:

- Percentage of IT Hours Allocated by Business Priority
- Percentage of IT Hours By Business Initiative
- Expenditure by Business Initiative

Learning/Innovation Metrics:

- Number of innovations implemented (divided by) Number of innovation ideas generated per IT employee over a given period
- Training days per employee: demonstrates increased skill-sets
- Certifications per IT personnel: demonstrates knowledge gains

SECTION 7: CONCLUSION



The Rocky Mount Strategic Information Technology Plan provides a framework for the effective management of Information Technology. It offers a customer-focused approach to implementing and managing IT and uses employee suggestions to provide a roadmap for future technology efforts. The plan also includes a comprehensive view of City accomplishments over the past three years, as well as examines the current state of technology in Rocky Mount and its peer local governments.

Information Technology can be used to provide higher quality services in a more cost efficient manner by providing improved service access, reduced transaction costs, and improved internal efficiencies. As the City strives to be more customer-oriented and to provide effective services, technology investments become essential.

Despite the potential impact of technology, it is critical to understand that the application of technology to poor or inefficient processes will not produce the requisite cost savings or effectiveness gains. Technology is a tool used to improve customer service but the administration, policies, and procedures surrounding a given function or process must be revised and fine-tuned in order to provide the highest quality of service. As a result of this necessary coupling between technology and business process, it is imperative that all technology projects and investments are tightly integrated with and continually measured against the Rocky Mount's articulated business goals and vision.

Project Prioritization

The aforementioned projects and solutions are offered for consideration by the City. The projects noted are largely enterprise in nature and are not comprehensive of all requests made by Council or departmental staff. As part of continuous improvement around engagement and communication with City staff, the IT Department and City Management should work with the IT Governance Council to verify prioritization of the aforementioned projects. In addition, after prioritization is confirmed, cost estimates will be generated for projects within the prioritization framework by the IT department. Appendix D is offered as a quick view of the recommended projects and whether they require financial expenditures.

Prior to undertaking the projects requested, it is imperative that additional IT staff are hired in order to facilitate successful delivery of all prioritized projects. If staff increases are not appropriated, then the projects should be evaluated against the current requirements of on-going maintenance and support of the existing infrastructure to determine which efforts are feasible and to establish timelines which are reasonable and reflective of the over-committed, under-resourced IT department.

Investment Strategies

Although technology investment is necessary as a means of maintaining efficient and effective services, as well as competing in the local government marketplace, several steps can be taken to ensure wise investments. First, a cost-benefit analysis of projects should be undertaken, along with a clear, multi-year understanding of the total cost of ownership for a given project. The total cost of ownership includes hardware and software maintenance, ongoing training, support and operations and allows the government to plan its expenditures in an appropriate manner without neglecting the funding requirements of the project in the years to come. In addition, upgrades and replacement plans for systems are imperative and must be included in the budget. Ideally, the City should separate its budget requests and funding for ongoing IT infrastructure and maintenance from the IT project budget requests and funding (typically focused on user departments).

Rocky Mount should continue and increase its investments in technology to enhance the internal and external services of the organization. As the City keeps its eye on growth and the future, it is imperative that technology investments keep pace with that vision. The City of Rocky Mount is moving into another exciting period of growth and renewal and it is critical that technology serve as a tool for improving efficiency and effectiveness. Furthermore, technology will allow the City to grow quickly and respond to increase customer demands.

“The number one benefit of information technology is that
it empowers people to do what they want to do.
It lets people be creative. It lets people be productive.
It lets people learn things they didn't think they could learn before,
and so in a sense it is all about potential.”

Steve Ballmer, Microsoft CEO

2015

Appendix A: City of Rocky Mount
IT Satisfaction Survey

City of Rocky Mount IT Department Satisfaction Survey

Q1 Please indicate your department and division.

Answered: 224 Skipped: 6

Answer Choices	Responses
Department:	100.00% 224
Division:	92.41% 207

#	Department:	Date
1	Fire	12/10/2014 11:18 AM
2	Fire	12/1/2014 6:39 PM
3	Police	11/27/2014 7:28 AM
4	Finance	11/25/2014 8:51 AM
5	Parks and recreation	11/20/2014 9:04 PM
6	Human Resources	11/20/2014 4:03 PM
7	Finance	11/20/2014 11:22 AM
8	Public Work/Water Resources	11/18/2014 3:04 PM
9	fire	11/18/2014 2:19 PM
10	Human Resources	11/18/2014 10:10 AM
11	Public Works/Water Resources	11/18/2014 6:25 AM
12	Finance	11/17/2014 4:22 PM
13	Public Works & Water Resources	11/17/2014 4:06 PM
14	Parks and Recreation	11/17/2014 1:29 PM
15	Finance	11/17/2014 12:03 PM
16	Fire	11/15/2014 3:35 PM
17	Fire	11/15/2014 11:24 AM
18	Fire	11/15/2014 12:27 AM
19	Fire Department	11/14/2014 10:00 PM
20	Fire	11/13/2014 9:30 PM
21	Fire Department	11/13/2014 3:51 PM
22	Public Works & Water Resources	11/13/2014 3:12 PM
23	Water Resources	11/13/2014 1:51 PM
24	Public Works/ Water Resources	11/13/2014 11:18 AM
25	telecommunications	11/13/2014 12:58 AM
26	Communications	11/13/2014 12:28 AM
27	Fire	11/12/2014 8:57 PM
28	Parks and Recreation	11/12/2014 2:29 PM
29	Parks & Recreation	11/12/2014 2:07 PM

City of Rocky Mount IT Department Satisfaction Survey

30	Energy Resources	11/12/2014 1:27 PM
31	Public Works	11/12/2014 10:11 AM
32	Parks and Recreation	11/12/2014 10:05 AM
33	Police	11/12/2014 10:04 AM
34	PW&WR	11/12/2014 7:36 AM
35	police	11/11/2014 10:28 PM
36	Fire	11/11/2014 7:02 PM
37	Fire	11/11/2014 7:02 PM
38	Finance	11/11/2014 4:19 PM
39	Fire	11/11/2014 1:52 PM
40	PUBLIC WORKS	11/11/2014 1:39 PM
41	City Clerk's Office	11/11/2014 11:52 AM
42	Finance	11/11/2014 11:39 AM
43	Parks and Recreation	11/11/2014 9:34 AM
44	Engineering	11/11/2014 9:16 AM
45	Parks and Recreation	11/11/2014 9:15 AM
46	Human Relations	11/11/2014 8:43 AM
47	water resources	11/11/2014 7:38 AM
48	fire	11/11/2014 7:05 AM
49	communications	11/11/2014 4:34 AM
50	COMMUNICATIONS	11/11/2014 4:18 AM
51	Police	11/11/2014 1:32 AM
52	police	11/11/2014 12:47 AM
53	Parks and Recreation	11/11/2014 12:30 AM
54	Public Utilities	11/10/2014 11:30 PM
55	City Clerk's Office	11/10/2014 9:44 PM
56	Water Resources	11/10/2014 9:37 PM
57	Fire	11/10/2014 7:13 PM
58	police	11/10/2014 5:33 PM
59	Finance	11/10/2014 4:02 PM
60	PUBLIC WORKS	11/10/2014 3:30 PM
61	Engineering	11/10/2014 3:22 PM
62	Department of Public Works	11/10/2014 3:12 PM
63	Water Resources	11/10/2014 2:24 PM
64	Fire Department	11/10/2014 2:15 PM
65	Parks and Recreation	11/10/2014 2:13 PM
66	Rocky Mount Police Department	11/10/2014 2:09 PM
67	Human Resources	11/10/2014 1:52 PM

City of Rocky Mount IT Department Satisfaction Survey

68	Fire	11/10/2014 1:51 PM
69	Fire	11/10/2014 1:50 PM
70	Engineering	11/10/2014 1:49 PM
71	engineering	11/10/2014 1:45 PM
72	Public Works & Water Resources	11/10/2014 1:41 PM
73	police	11/10/2014 1:40 PM
74	Public Works - Water Resources	11/10/2014 1:38 PM
75	Finance	11/10/2014 1:36 PM
76	Fire	11/10/2014 1:33 PM
77	Fire	11/10/2014 1:30 PM
78	Human Relations	11/10/2014 1:13 PM
79	Planning	11/10/2014 1:11 PM
80	Finance	11/10/2014 1:08 PM
81	Public Works Water Resources	11/10/2014 1:01 PM
82	Water Resources	11/10/2014 1:01 PM
83	Public Works	11/10/2014 12:56 PM
84	Parks and Recreation	11/10/2014 12:54 PM
85	Engineering	11/10/2014 12:52 PM
86	Fire Department	11/10/2014 12:52 PM
87	Energy Resources	11/10/2014 12:50 PM
88	Planning and Development	11/10/2014 12:50 PM
89	Parks and Recreation	11/10/2014 12:50 PM
90	Water Resources	11/10/2014 12:49 PM
91	City Clerk	11/10/2014 12:48 PM
92	Fire	11/10/2014 12:47 PM
93	Fire Department	11/10/2014 12:47 PM
94	Energy Resources	11/10/2014 12:45 PM
95	Fire	11/10/2014 12:44 PM
96	Energy Resources	11/10/2014 10:57 AM
97	police	11/9/2014 11:37 AM
98	Fire	11/7/2014 7:33 PM
99	Public Works / Water Resources	11/7/2014 10:54 AM
100	FINANCE	11/7/2014 10:51 AM
101	Public Affairs	11/7/2014 9:44 AM
102	PUBLIC WORKS/WATER RESOURCES	11/7/2014 9:36 AM
103	Public Works	11/7/2014 9:33 AM
104	Police	11/7/2014 8:38 AM
105	Public Works	11/7/2014 8:01 AM

City of Rocky Mount IT Department Satisfaction Survey

106	Finance	11/6/2014 4:40 PM
107	Human Resources	11/6/2014 4:26 PM
108	police	11/6/2014 3:54 PM
109	police	11/6/2014 11:13 AM
110	Rocky Mount Police Department	11/6/2014 9:19 AM
111	Police	11/6/2014 8:19 AM
112	Police	11/5/2014 7:08 PM
113	Engineering	11/5/2014 3:55 PM
114	Finance	11/5/2014 2:02 PM
115	Energy Resources	11/5/2014 1:26 PM
116	Rocky Mount Police Department	11/5/2014 12:19 PM
117	Utilities	11/5/2014 11:28 AM
118	FINANCE	11/5/2014 11:17 AM
119	police	11/5/2014 10:40 AM
120	Parks & Recreation	11/5/2014 10:37 AM
121	Police	11/5/2014 10:17 AM
122	Rocky Mount Police Department	11/5/2014 10:05 AM
123	Energy Resources	11/5/2014 9:54 AM
124	Police Department	11/5/2014 9:53 AM
125	Police	11/5/2014 9:48 AM
126	Police	11/5/2014 9:43 AM
127	Police	11/5/2014 9:36 AM
128	Police	11/5/2014 9:24 AM
129	Police	11/5/2014 9:17 AM
130	Parks & Recreation	11/5/2014 9:14 AM
131	Rocky Mount Police Dept	11/5/2014 9:01 AM
132	police department	11/5/2014 9:01 AM
133	Police	11/5/2014 8:42 AM
134	Parks & Recreation	11/4/2014 5:22 PM
135	Planning	11/4/2014 4:42 PM
136	PLANNING	11/4/2014 3:22 PM
137	Fire Department	11/4/2014 2:33 PM
138	Energy Services	11/4/2014 2:28 PM
139	Police	11/4/2014 1:11 PM
140	Police	11/4/2014 10:25 AM
141	Fire	11/4/2014 9:48 AM
142	Finance	11/4/2014 9:16 AM
143	Engineering	11/4/2014 9:11 AM

City of Rocky Mount IT Department Satisfaction Survey

144	Energy Resources	11/4/2014 8:48 AM
145	Energy Resources	11/4/2014 8:38 AM
146	Fire	11/4/2014 7:55 AM
147	Fire	11/4/2014 6:45 AM
148	Fire	11/3/2014 10:36 PM
149	Planning	11/3/2014 4:22 PM
150	Utilities	11/3/2014 3:46 PM
151	energy resources	11/3/2014 2:56 PM
152	Fire	11/3/2014 2:44 PM
153	fire	11/3/2014 2:39 PM
154	Parks and Recreation	11/3/2014 2:27 PM
155	CMO	11/3/2014 1:43 PM
156	Public Works	11/3/2014 1:14 PM
157	Fire	11/3/2014 12:54 PM
158	Fire	11/3/2014 12:40 PM
159	FINANCE	11/3/2014 11:11 AM
160	Parks and Recreation	11/3/2014 10:55 AM
161	police	11/3/2014 10:41 AM
162	Planning & Community Development	11/3/2014 10:16 AM
163	Accounting	11/3/2014 10:01 AM
164	Parks and Recreation	11/3/2014 10:00 AM
165	CMO	11/3/2014 9:51 AM
166	Police	11/3/2014 9:33 AM
167	Police	11/3/2014 9:33 AM
168	Public Works Water Resources	11/3/2014 9:25 AM
169	Water/Sewer	11/3/2014 9:17 AM
170	Planning	11/3/2014 9:16 AM
171	Human Resources	11/3/2014 9:08 AM
172	Parks and Recreation	11/3/2014 9:05 AM
173	Police	11/3/2014 9:01 AM
174	Planning	11/3/2014 8:59 AM
175	Police	11/3/2014 8:53 AM
176	community code	11/3/2014 8:42 AM
177	Public Works & Water Resources	11/3/2014 8:42 AM
178	Parks & Rec	11/3/2014 8:36 AM
179	Public Utilities	11/3/2014 8:35 AM
180	Energy Resources	11/3/2014 8:32 AM
181	Finance	11/3/2014 8:26 AM

City of Rocky Mount IT Department Satisfaction Survey

182	Parks and Recreation	11/3/2014 8:26 AM
183	Fire	11/3/2014 8:23 AM
184	Fire	11/3/2014 8:21 AM
185	WATER RESOURCES	11/3/2014 8:17 AM
186	Parks & Recreation	11/3/2014 7:45 AM
187	Public Utilities	11/3/2014 7:33 AM
188	crm utility	11/3/2014 6:54 AM
189	fire dept	11/2/2014 7:14 PM
190	Parks and Rec	11/2/2014 6:00 PM
191	Fire	11/2/2014 1:45 PM
192	Fire	11/2/2014 11:17 AM
193	engioneering	11/2/2014 10:09 AM
194	Parks and Recreation	11/2/2014 9:40 AM
195	Public Works	11/2/2014 7:08 AM
196	police	11/1/2014 10:55 PM
197	FINANCE	11/1/2014 10:09 PM
198	Utilities	11/1/2014 8:38 PM
199	Fire	11/1/2014 7:21 PM
200	Fire	11/1/2014 4:03 PM
201	Police	11/1/2014 1:49 PM
202	Energy Resources	11/1/2014 1:47 PM
203	fire	11/1/2014 12:17 PM
204	Fire	11/1/2014 10:01 AM
205	Human Resources	11/1/2014 8:29 AM
206	Finance	11/1/2014 7:37 AM
207	Patrol Services	11/1/2014 4:23 AM
208	Finance	10/31/2014 10:21 PM
209	Public Works	10/31/2014 9:05 PM
210	Police	10/31/2014 8:48 PM
211	Fire	10/31/2014 8:23 PM
212	parks & recreation	10/31/2014 7:36 PM
213	Fire Department	10/31/2014 6:44 PM
214	Fire	10/31/2014 6:31 PM
215	Public Works	10/31/2014 6:12 PM
216	Fire	10/31/2014 6:07 PM
217	Police Dept	10/31/2014 5:16 PM
218	Public Works	10/31/2014 5:11 PM
219	Fire	10/31/2014 5:09 PM

City of Rocky Mount IT Department Satisfaction Survey

220	Finance	10/31/2014 4:55 PM
221	Downtown	10/31/2014 4:54 PM
222	Engineering	10/31/2014 4:54 PM
223	Fire	10/31/2014 4:53 PM
224	Public Affairs	10/31/2014 4:53 PM
#	Division:	Date
1	Operation	12/10/2014 11:18 AM
2	Operation	12/1/2014 6:39 PM
3	Support Services	11/27/2014 7:28 AM
4	Purchasing	11/25/2014 8:51 AM
5	Imperial centre	11/20/2014 9:04 PM
6	Information Services	11/20/2014 11:22 AM
7	Fleet Maintenance	11/18/2014 3:04 PM
8	operations	11/18/2014 2:19 PM
9	Wastewater	11/18/2014 6:25 AM
10	Business Office	11/17/2014 4:22 PM
11	Technical Services	11/17/2014 4:06 PM
12	Cultural Arts	11/17/2014 1:29 PM
13	Business Office	11/17/2014 12:03 PM
14	Operations	11/15/2014 3:35 PM
15	Operations	11/15/2014 11:24 AM
16	Operations	11/15/2014 12:27 AM
17	operations	11/14/2014 10:00 PM
18	Operations	11/13/2014 9:30 PM
19	Operations	11/13/2014 3:51 PM
20	Water Resources Administration	11/13/2014 3:12 PM
21	Technical Services	11/13/2014 1:51 PM
22	Technical Services	11/13/2014 11:18 AM
23	Support Services	11/13/2014 12:28 AM
24	Operations	11/12/2014 8:57 PM
25	Athletics	11/12/2014 2:29 PM
26	Athletics	11/12/2014 2:07 PM
27	Energy Services	11/12/2014 1:27 PM
28	Community Code	11/12/2014 10:11 AM
29	Park Maintenance	11/12/2014 10:05 AM
30	Support services	11/12/2014 10:04 AM
31	Tech Services	11/12/2014 7:36 AM
32	cid	11/11/2014 10:28 PM

City of Rocky Mount IT Department Satisfaction Survey

33	Operations	11/11/2014 7:02 PM
34	Operations	11/11/2014 7:02 PM
35	Business Office	11/11/2014 4:19 PM
36	Operations	11/11/2014 1:52 PM
37	FLEET MAINTENANCE	11/11/2014 1:39 PM
38	Business Office	11/11/2014 11:39 AM
39	Senior Center	11/11/2014 9:34 AM
40	Civil	11/11/2014 9:16 AM
41	Senior Division	11/11/2014 9:15 AM
42	Human Relations	11/11/2014 8:43 AM
43	water sewer	11/11/2014 7:38 AM
44	operations	11/11/2014 7:05 AM
45	poloce	11/11/2014 4:34 AM
46	Uniform Operations	11/11/2014 1:32 AM
47	patrol services	11/11/2014 12:47 AM
48	Adminstration	11/11/2014 12:30 AM
49	Energy Resources	11/10/2014 11:30 PM
50	City Clerk's Office	11/10/2014 9:44 PM
51	Water Treatment Plant	11/10/2014 9:37 PM
52	Operations	11/10/2014 7:13 PM
53	Business Office	11/10/2014 4:02 PM
54	STREETS/STORMWATER	11/10/2014 3:30 PM
55	Traffic	11/10/2014 3:22 PM
56	Streets/Stormwater	11/10/2014 3:12 PM
57	WWTP	11/10/2014 2:24 PM
58	Operations	11/10/2014 2:15 PM
59	Recreation Services	11/10/2014 2:13 PM
60	Support Services	11/10/2014 2:09 PM
61	Operations	11/10/2014 1:51 PM
62	Operations	11/10/2014 1:50 PM
63	Administration	11/10/2014 1:49 PM
64	admin	11/10/2014 1:45 PM
65	patrol services	11/10/2014 1:40 PM
66	Wastewater Treatment	11/10/2014 1:38 PM
67	Business Office	11/10/2014 1:36 PM
68	Operations	11/10/2014 1:33 PM
69	Supression	11/10/2014 1:30 PM
70	Community Development	11/10/2014 1:11 PM

City of Rocky Mount IT Department Satisfaction Survey

71	Information Systems	11/10/2014 1:08 PM
72	Environmental Services	11/10/2014 1:01 PM
73	Technical Services	11/10/2014 1:01 PM
74	Community Code	11/10/2014 12:56 PM
75	Parks Maintenance	11/10/2014 12:54 PM
76	Transit	11/10/2014 12:52 PM
77	Operations Division	11/10/2014 12:52 PM
78	Engineering	11/10/2014 12:50 PM
79	Planning	11/10/2014 12:50 PM
80	Senior Programs	11/10/2014 12:50 PM
81	Water Treatment Plant	11/10/2014 12:49 PM
82	Operations	11/10/2014 12:47 PM
83	Safety and Training	11/10/2014 12:47 PM
84	Energy Services	11/10/2014 12:45 PM
85	Operations	11/10/2014 12:44 PM
86	Energy Services	11/10/2014 10:57 AM
87	patrol services	11/9/2014 11:37 AM
88	Operations	11/7/2014 7:33 PM
89	WWTP	11/7/2014 10:54 AM
90	BUSINIESS OFFICE	11/7/2014 10:51 AM
91	CMO	11/7/2014 9:44 AM
92	COMMUNITY CODE	11/7/2014 9:36 AM
93	Community Code	11/7/2014 9:33 AM
94	Water & Sewer	11/7/2014 8:01 AM
95	Business Office	11/6/2014 4:40 PM
96	same	11/6/2014 4:26 PM
97	patrol services	11/6/2014 3:54 PM
98	support services	11/6/2014 11:13 AM
99	SOD	11/6/2014 9:19 AM
100	Support Services	11/6/2014 8:19 AM
101	Patrol Services	11/5/2014 7:08 PM
102	Admin.	11/5/2014 3:55 PM
103	Business Office	11/5/2014 2:02 PM
104	Patrol Services	11/5/2014 12:19 PM
105	Gas	11/5/2014 11:28 AM
106	UTILITY BILLING OFFICE	11/5/2014 11:17 AM
107	patrol services	11/5/2014 10:40 AM
108	Cemetery	11/5/2014 10:37 AM

City of Rocky Mount IT Department Satisfaction Survey

109	Support Services	11/5/2014 10:17 AM
110	Support Services	11/5/2014 10:05 AM
111	Energy Services	11/5/2014 9:54 AM
112	Support Services	11/5/2014 9:53 AM
113	Staff Services	11/5/2014 9:48 AM
114	Staff	11/5/2014 9:43 AM
115	Support Services	11/5/2014 9:36 AM
116	Patrol Services	11/5/2014 9:24 AM
117	Support Services	11/5/2014 9:17 AM
118	Children's Museum & Science Center	11/5/2014 9:14 AM
119	Criminal Investigations Division	11/5/2014 9:01 AM
120	investigations	11/5/2014 9:01 AM
121	Support Services	11/5/2014 8:42 AM
122	Senior Programs	11/4/2014 5:22 PM
123	Planning	11/4/2014 4:42 PM
124	INSPECTIONS	11/4/2014 3:22 PM
125	Operations	11/4/2014 2:33 PM
126	Administration	11/4/2014 2:28 PM
127	Special Opretaions	11/4/2014 1:11 PM
128	Support Services	11/4/2014 10:25 AM
129	Life Safety	11/4/2014 9:48 AM
130	Utility Billing Office	11/4/2014 9:16 AM
131	Adm	11/4/2014 9:11 AM
132	Gas	11/4/2014 8:48 AM
133	Energy Services	11/4/2014 8:38 AM
134	LSEM	11/4/2014 7:55 AM
135	Life Safety	11/4/2014 6:45 AM
136	Life Safety	11/3/2014 10:36 PM
137	Inspections	11/3/2014 4:22 PM
138	Electric	11/3/2014 3:46 PM
139	electric	11/3/2014 2:56 PM
140	Safety & Training	11/3/2014 2:44 PM
141	operations	11/3/2014 2:39 PM
142	Administration	11/3/2014 2:27 PM
143	CMO	11/3/2014 1:43 PM
144	Fleet Maintenance	11/3/2014 1:14 PM
145	Life Safety	11/3/2014 12:54 PM
146	Life Safety	11/3/2014 12:40 PM

City of Rocky Mount IT Department Satisfaction Survey

147	UBO	11/3/2014 11:11 AM
148	Cultural Arts	11/3/2014 10:55 AM
149	investigative	11/3/2014 10:41 AM
150	Finance	11/3/2014 10:01 AM
151	Cultural Arts	11/3/2014 10:00 AM
152	Support Services	11/3/2014 9:33 AM
153	Patrol Services	11/3/2014 9:33 AM
154	Stormwater	11/3/2014 9:25 AM
155	Public Works	11/3/2014 9:17 AM
156	Community Development	11/3/2014 9:16 AM
157	Imperial Centre	11/3/2014 9:05 AM
158	Support Services	11/3/2014 9:01 AM
159	Community Development	11/3/2014 8:59 AM
160	Staff Services	11/3/2014 8:53 AM
161	public works	11/3/2014 8:42 AM
162	Community Code Enforcement	11/3/2014 8:42 AM
163	Imperial Centre	11/3/2014 8:36 AM
164	Utility Engineering	11/3/2014 8:35 AM
165	Utility Engineering	11/3/2014 8:32 AM
166	Accounting	11/3/2014 8:26 AM
167	Administration	11/3/2014 8:26 AM
168	Safety and Training	11/3/2014 8:23 AM
169	Operations	11/3/2014 8:21 AM
170	WATER AND SEWER	11/3/2014 8:17 AM
171	Imperial Center	11/3/2014 7:45 AM
172	Utility Engineering	11/3/2014 7:33 AM
173	gas	11/3/2014 6:54 AM
174	operations	11/2/2014 7:14 PM
175	Imp Cent	11/2/2014 6:00 PM
176	Operations	11/2/2014 1:45 PM
177	Admin	11/2/2014 11:17 AM
178	admin	11/2/2014 10:09 AM
179	Recreation	11/2/2014 9:40 AM
180	Streets / StormWater division	11/2/2014 7:08 AM
181	criminal investigation	11/1/2014 10:55 PM
182	ACCOUNTING	11/1/2014 10:09 PM
183	Communications	11/1/2014 8:38 PM
184	Ops	11/1/2014 7:21 PM

City of Rocky Mount IT Department Satisfaction Survey

185	Operations	11/1/2014 4:03 PM
186	SOD	11/1/2014 1:49 PM
187	Engineering	11/1/2014 1:47 PM
188	operations	11/1/2014 12:17 PM
189	Operations	11/1/2014 10:01 AM
190	Business Office	11/1/2014 7:37 AM
191	Patrol	11/1/2014 4:23 AM
192	Administration	10/31/2014 10:21 PM
193	Fleet Maintenance	10/31/2014 9:05 PM
194	Investigations	10/31/2014 8:48 PM
195	Operations	10/31/2014 8:23 PM
196	sports complex	10/31/2014 7:36 PM
197	Operations	10/31/2014 6:44 PM
198	operations	10/31/2014 6:31 PM
199	Community Code	10/31/2014 6:12 PM
200	Operations	10/31/2014 6:07 PM
201	Admin	10/31/2014 5:16 PM
202	Operations	10/31/2014 5:09 PM
203	Business Office	10/31/2014 4:55 PM
204	CMO	10/31/2014 4:54 PM
205	Administrations	10/31/2014 4:54 PM
206	Operations	10/31/2014 4:53 PM
207	CMO	10/31/2014 4:53 PM

City of Rocky Mount IT Department Satisfaction Survey

Q2 What is your typical work day start and end time? (i.e. 8-5, 7-3, 12 hr shifts, etc)

Answered: 227 Skipped: 3

#	Responses	Date
1	24 hr shifts	12/10/2014 11:18 AM
2	07:45 till .8:00	12/1/2014 6:39 PM
3	0630-1830	11/27/2014 7:28 AM
4	8 - 5	11/25/2014 8:51 AM
5	8:30-5	11/20/2014 9:04 PM
6	8:30-5:00	11/20/2014 4:03 PM
7	8:30 - 5:30;	11/20/2014 11:22 AM
8	6:30am-4:30pm	11/18/2014 3:04 PM
9	24 hr shift	11/18/2014 2:19 PM
10	7:30 a.m. - 4:00 p.m.	11/18/2014 10:10 AM
11	6:00 a.m to 3:30 p.m.	11/18/2014 6:25 AM
12	8:00 to 5:30 sometimes 6. All varies depending upon workday needs.	11/17/2014 4:22 PM
13	8-5	11/17/2014 4:06 PM
14	9-5	11/17/2014 1:29 PM
15	8:30-5:00	11/17/2014 12:03 PM
16	24 hour shift	11/15/2014 3:35 PM
17	24 hrs. shift	11/15/2014 11:24 AM
18	24 hour shift	11/15/2014 12:27 AM
19	24 Hr. shift	11/14/2014 10:00 PM
20	24 hours	11/13/2014 9:30 PM
21	24 hour shift work. 0745 until 0800 next day	11/13/2014 3:51 PM
22	8:30am- 5:00pm	11/13/2014 3:12 PM
23	7-3:30	11/13/2014 1:51 PM
24	7-3:30	11/13/2014 11:18 AM
25	12-hr shifts...2 on, 2 off, every other weekend	11/13/2014 12:58 AM
26	1830-0630	11/13/2014 12:28 AM
27	0745-0800 (24.25)	11/12/2014 8:57 PM
28	8:30-5ish	11/12/2014 2:29 PM
29	8:30 - 5	11/12/2014 2:07 PM
30	7:30-4:00	11/12/2014 1:27 PM
31	7:30-5:00	11/12/2014 10:11 AM
32	7:30 -4:00	11/12/2014 10:05 AM

City of Rocky Mount IT Department Satisfaction Survey

33	7-3	11/12/2014 10:04 AM
34	0700-1530	11/12/2014 7:36 AM
35	8:30-5	11/11/2014 10:28 PM
36	24 hour shifts	11/11/2014 7:02 PM
37	24 hour shifts	11/11/2014 7:02 PM
38	Mon-Fri; 8:30 am-5:00 pm	11/11/2014 4:19 PM
39	12 hr	11/11/2014 1:52 PM
40	7:30-4:00	11/11/2014 1:39 PM
41	8:30-5:00	11/11/2014 11:52 AM
42	10:30-7	11/11/2014 11:39 AM
43	8:30am - 5:00pm	11/11/2014 9:34 AM
44	8:30 - 5:00	11/11/2014 9:16 AM
45	9-3	11/11/2014 9:15 AM
46	8:30am-5pm	11/11/2014 8:43 AM
47	7:30-4:00	11/11/2014 7:38 AM
48	24 hrs shifts	11/11/2014 7:05 AM
49	630 pm - 630 am	11/11/2014 4:34 AM
50	12 HR SHIFTS	11/11/2014 4:18 AM
51	12 hour shifts, 18:30 to 06:30	11/11/2014 1:32 AM
52	12 hrs	11/11/2014 12:47 AM
53	8:00am-6:00pm	11/11/2014 12:30 AM
54	7a-4p 3p-11p 11p-7a	11/10/2014 11:30 PM
55	8:30-5:00	11/10/2014 9:44 PM
56	7-3	11/10/2014 9:37 PM
57	24 hrs	11/10/2014 7:13 PM
58	8-5,	11/10/2014 5:33 PM
59	8:30 am to 5:00 pm	11/10/2014 4:02 PM
60	630-500	11/10/2014 3:30 PM
61	8:30 am - 5:00 pm	11/10/2014 3:22 PM
62	8-5	11/10/2014 3:12 PM
63	7-3	11/10/2014 3:06 PM
64	7-3:30	11/10/2014 2:24 PM
65	24 hour shifts	11/10/2014 2:15 PM
66	10 - 8	11/10/2014 2:13 PM
67	8-5	11/10/2014 2:09 PM
68	8:30 - 5:00	11/10/2014 1:52 PM
69	24 hour	11/10/2014 1:51 PM
70	24 hr shift	11/10/2014 1:50 PM

City of Rocky Mount IT Department Satisfaction Survey

71	8:30-5	11/10/2014 1:49 PM
72	8:30am-5:00pm	11/10/2014 1:45 PM
73	8:30 a.m. to 5 p.m.	11/10/2014 1:44 PM
74	8:30 am - 5 pm	11/10/2014 1:41 PM
75	0630-1830	11/10/2014 1:40 PM
76	7 - 3 ;30	11/10/2014 1:38 PM
77	8:30-5:00	11/10/2014 1:36 PM
78	07:45 - 24 hour shift	11/10/2014 1:33 PM
79	0745-0800 24.25 hr shift	11/10/2014 1:30 PM
80	From 8:30 to 5:00	11/10/2014 1:13 PM
81	8:30-5:00	11/10/2014 1:11 PM
82	Scheduled 8:30a - 5:00p	11/10/2014 1:08 PM
83	6 am until 4pm is schedule I also access frequently at night and on the weekends	11/10/2014 1:01 PM
84	7-3:30	11/10/2014 1:01 PM
85	8:30-5	11/10/2014 12:56 PM
86	6:30 am to 3:00pm	11/10/2014 12:54 PM
87	8-5	11/10/2014 12:52 PM
88	24 hr shifts. 0745-0800	11/10/2014 12:52 PM
89	7 AM - 5:00 PM	11/10/2014 12:50 PM
90	8:30 - 5	11/10/2014 12:50 PM
91	11:00am - 4:00pm	11/10/2014 12:50 PM
92	7 a.m. to 3:30 p.m.	11/10/2014 12:49 PM
93	8:30 - 5 p.m.	11/10/2014 12:48 PM
94	0745-0800 24 hour shift	11/10/2014 12:47 PM
95	8:30a to 5p	11/10/2014 12:47 PM
96	0700 - 1600	11/10/2014 12:45 PM
97	24 hour shifts	11/10/2014 12:44 PM
98	8 to 5:30	11/10/2014 10:57 AM
99	8am to 8pm	11/9/2014 11:37 AM
100	7:45- 8:00 24hr shift	11/7/2014 7:33 PM
101	7-3:30 This process is a 24 hour 7 days per week, so there is a requirement for my observation at any given time of day or night.	11/7/2014 10:54 AM
102	8-5	11/7/2014 10:51 AM
103	7:00 - 7:30 - 5:00	11/7/2014 9:44 AM
104	8:30-5:00	11/7/2014 9:36 AM
105	8:30 - 5	11/7/2014 9:33 AM
106	8-5	11/7/2014 8:38 AM
107	7:30 - 4:00	11/7/2014 8:01 AM

City of Rocky Mount IT Department Satisfaction Survey

108	8:30 am to 5:00 pm	11/6/2014 4:40 PM
109	8:30 a.m. - 5:00 p.m.	11/6/2014 4:26 PM
110	530pm-530am	11/6/2014 3:54 PM
111	8-5	11/6/2014 11:13 AM
112	0900 until 1900	11/6/2014 9:19 AM
113	830 - 500	11/6/2014 8:19 AM
114	6:30 pm-6:30 am (12 hr) Shifts	11/5/2014 7:08 PM
115	8:30 - 5	11/5/2014 3:55 PM
116	8:30am to 5:00pm	11/5/2014 2:02 PM
117	8:30-5:00	11/5/2014 1:26 PM
118	630am - 630pm	11/5/2014 12:19 PM
119	7-3:30	11/5/2014 11:28 AM
120	8:30-5:30 PM	11/5/2014 11:17 AM
121	8-5	11/5/2014 10:40 AM
122	7:30 - 4:30	11/5/2014 10:37 AM
123	0700 to 1530 Monday - Friday	11/5/2014 10:17 AM
124	0630 am until 1830 pm.	11/5/2014 10:05 AM
125	8:30-5	11/5/2014 9:54 AM
126	8:30-5:00	11/5/2014 9:53 AM
127	8:30-5:00	11/5/2014 9:48 AM
128	8-5	11/5/2014 9:43 AM
129	7a - 3:30p	11/5/2014 9:36 AM
130	0630-1830 hr	11/5/2014 9:24 AM
131	8:30-5:00	11/5/2014 9:17 AM
132	8:30 - 5:00, M-F Frequent evenings & weekends as required	11/5/2014 9:14 AM
133	8:30am - 5:00pm	11/5/2014 9:01 AM
134	8 -5	11/5/2014 9:01 AM
135	8:30 to 5	11/5/2014 8:42 AM
136	8 am - 5 pm	11/4/2014 5:22 PM
137	8:30 - 5:00	11/4/2014 4:42 PM
138	8:30AM TO 5:00PM	11/4/2014 3:22 PM
139	24 hour shifts	11/4/2014 2:33 PM
140	8:30am - 5:00pm	11/4/2014 2:28 PM
141	Varies	11/4/2014 1:11 PM
142	8-5	11/4/2014 10:25 AM
143	8:30-5	11/4/2014 9:48 AM
144	8:30 am -5:00 pm	11/4/2014 9:16 AM
145	8:30 - 5:00	11/4/2014 9:11 AM

City of Rocky Mount IT Department Satisfaction Survey

146	7-3:30	11/4/2014 8:48 AM
147	07:30 - 16:00	11/4/2014 8:38 AM
148	8-5	11/4/2014 7:55 AM
149	8-5	11/4/2014 6:45 AM
150	8-5	11/3/2014 10:36 PM
151	8;30-5:00pm	11/3/2014 4:22 PM
152	6:30am-5pm Mon-Thur	11/3/2014 3:46 PM
153	5:30am- 6:30pm	11/3/2014 2:56 PM
154	8-5	11/3/2014 2:44 PM
155	24	11/3/2014 2:39 PM
156	8am- 5pm	11/3/2014 2:27 PM
157	8:30 - 5:00	11/3/2014 1:43 PM
158	6:30 a.m.	11/3/2014 1:14 PM
159	8-5	11/3/2014 12:54 PM
160	8-5	11/3/2014 12:40 PM
161	8:30 AM TO 5:00 PM	11/3/2014 11:11 AM
162	8:30 - 5	11/3/2014 10:55 AM
163	8:30-5:00	11/3/2014 10:41 AM
164	8:30-5:00	11/3/2014 10:16 AM
165	8:30 am - 5:00 pm	11/3/2014 10:01 AM
166	8:30-5	11/3/2014 10:01 AM
167	inconsistent. Often evenings and weekends.	11/3/2014 10:00 AM
168	Varies; office hours are 8:30 to 5pm,.M-F. However, will work before and after office hours as well as on weekends.	11/3/2014 9:51 AM
169	8:30-5pm	11/3/2014 9:33 AM
170	8:30-5	11/3/2014 9:33 AM
171	6:30-5	11/3/2014 9:25 AM
172	Start 0730 End 0430	11/3/2014 9:17 AM
173	8:30-5:00	11/3/2014 9:16 AM
174	8:30-5	11/3/2014 9:08 AM
175	8:30am-5:00pm	11/3/2014 9:05 AM
176	8:30-5	11/3/2014 9:01 AM
177	8:30-5	11/3/2014 8:59 AM
178	830-5	11/3/2014 8:53 AM
179	8-5	11/3/2014 8:42 AM
180	8:30-5:00	11/3/2014 8:42 AM
181	8:30-5:00	11/3/2014 8:36 AM
182	8:00am - 4:30pm	11/3/2014 8:35 AM

City of Rocky Mount IT Department Satisfaction Survey

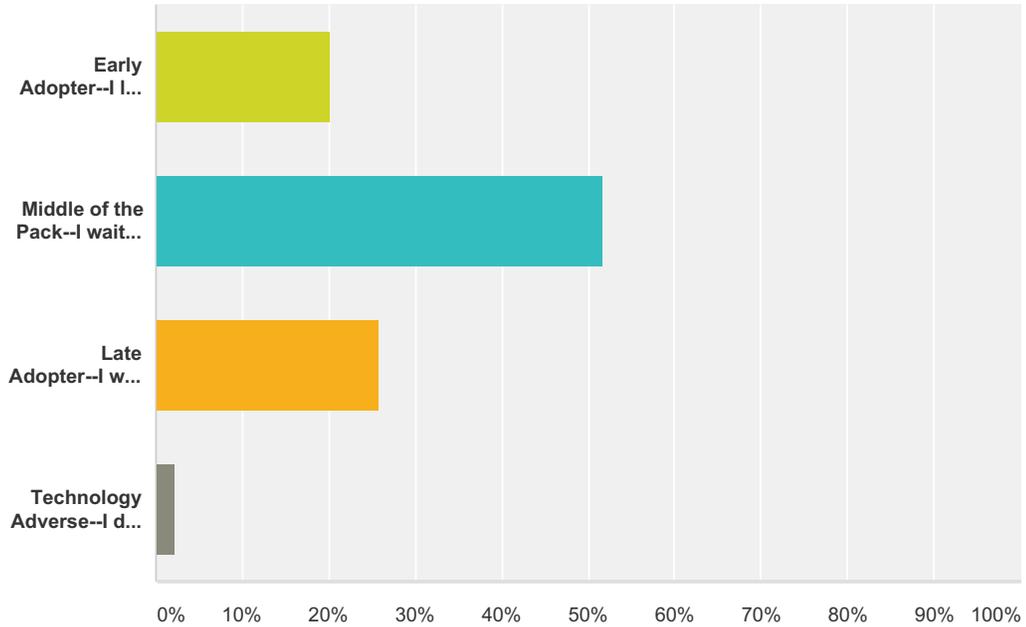
183	7:00am to 3:30pm	11/3/2014 8:32 AM
184	8-6	11/3/2014 8:26 AM
185	7:30-5:00pm	11/3/2014 8:26 AM
186	8-5	11/3/2014 8:23 AM
187	8-5	11/3/2014 8:21 AM
188	7:30 - 4	11/3/2014 8:17 AM
189	7:00 a.m. - 3:30 p.m.	11/3/2014 7:45 AM
190	7:00am - 4:00pm	11/3/2014 7:33 AM
191	7-3:30	11/3/2014 6:54 AM
192	24 hr shift	11/2/2014 7:14 PM
193	7-3	11/2/2014 6:00 PM
194	24 hr shift	11/2/2014 1:45 PM
195	8-5, M-F	11/2/2014 11:17 AM
196	7:30-4:00	11/2/2014 10:09 AM
197	8:30am - 5:00pm	11/2/2014 9:40 AM
198	6:30 am - 5:00 pm. 10 hr shifts.	11/2/2014 7:08 AM
199	8-5	11/1/2014 10:55 PM
200	8:30-5	11/1/2014 10:09 PM
201	7:30-4:00	11/1/2014 8:38 PM
202	0745-0800 the nest day	11/1/2014 7:21 PM
203	24 hrs	11/1/2014 4:03 PM
204	0600-1600	11/1/2014 1:49 PM
205	7:30-4	11/1/2014 1:47 PM
206	0745 in the morning until 0800 the next morning. 24.25 hours.	11/1/2014 12:17 PM
207	24 hour shift	11/1/2014 10:01 AM
208	Do Not have a typical workday -- work more than the normal 8:30 - 5:00 p.m. due to my work responsibilities for the City.	11/1/2014 8:29 AM
209	8-5	11/1/2014 7:37 AM
210	1830 hrs o 0630 hrs - 12 hr shifts	11/1/2014 4:23 AM
211	8 - 5	10/31/2014 10:21 PM
212	3:30pm - 11:30pm	10/31/2014 9:05 PM
213	830AM-500PM	10/31/2014 8:48 PM
214	24 hr shifts	10/31/2014 8:23 PM
215	830-5 weekdays..weekends vary...	10/31/2014 7:36 PM
216	24 hour shifts	10/31/2014 6:44 PM
217	25.25 hour shift	10/31/2014 6:31 PM
218	8:30 - 5:00	10/31/2014 6:12 PM
219	24 hr shifts 0745-0800	10/31/2014 6:07 PM

City of Rocky Mount IT Department Satisfaction Survey

220	8 - 5	10/31/2014 5:16 PM
221	8:30-5	10/31/2014 5:11 PM
222	0745 to 0800 24.25 hours	10/31/2014 5:09 PM
223	8:30-5:00 Mon-Fri	10/31/2014 4:55 PM
224	na	10/31/2014 4:54 PM
225	7:45-5:00	10/31/2014 4:54 PM
226	8-5	10/31/2014 4:53 PM
227	7:30 - 5:00	10/31/2014 4:53 PM

Q3 Which of the following descriptions most accurately describes your personal approach to technology?

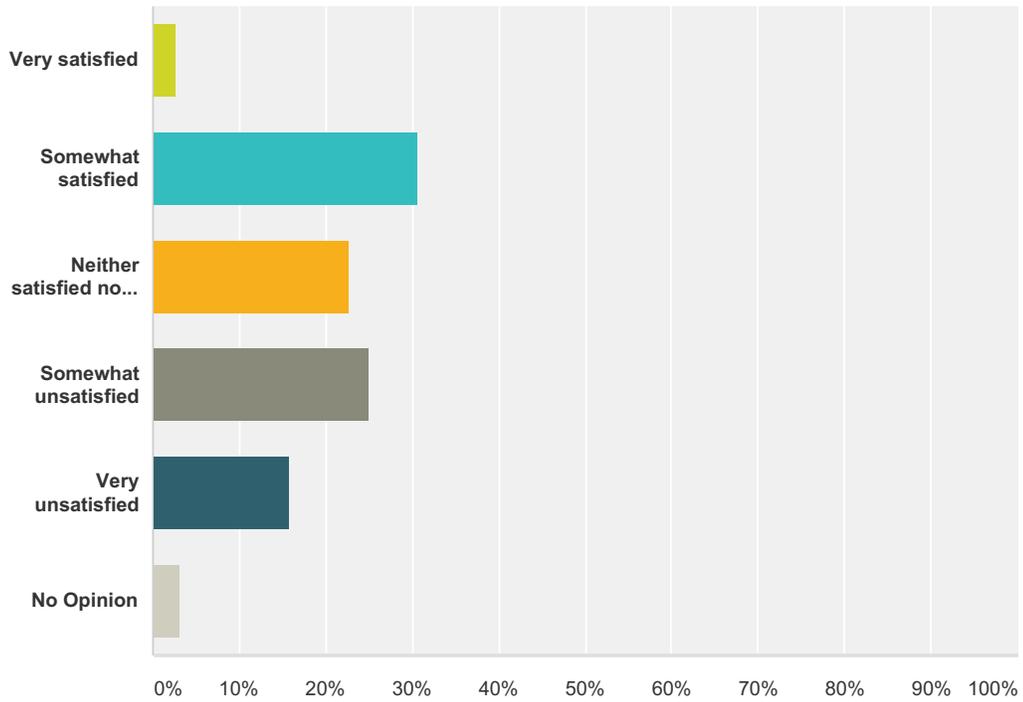
Answered: 228 Skipped: 2



Answer Choices	Responses
Early Adopter--I like to try out new technologies when they are first available.	20.18% 46
Middle of the Pack--I wait to see how new technologies work for others before I invest in them. However, I do invest in new technologies fairly quickly after they are proven.	51.75% 118
Late Adopter--I wait to adopt new technologies until they are tried and true. Often, my friends have the technology long before I do.	25.88% 59
Technology Adverse--I do not invest in technology on a regular basis. I consider it time-consuming and not a wise investment.	2.19% 5
Total	228

Q4 How satisfied are you with the rate of technological change within the City?

Answered: 228 Skipped: 2

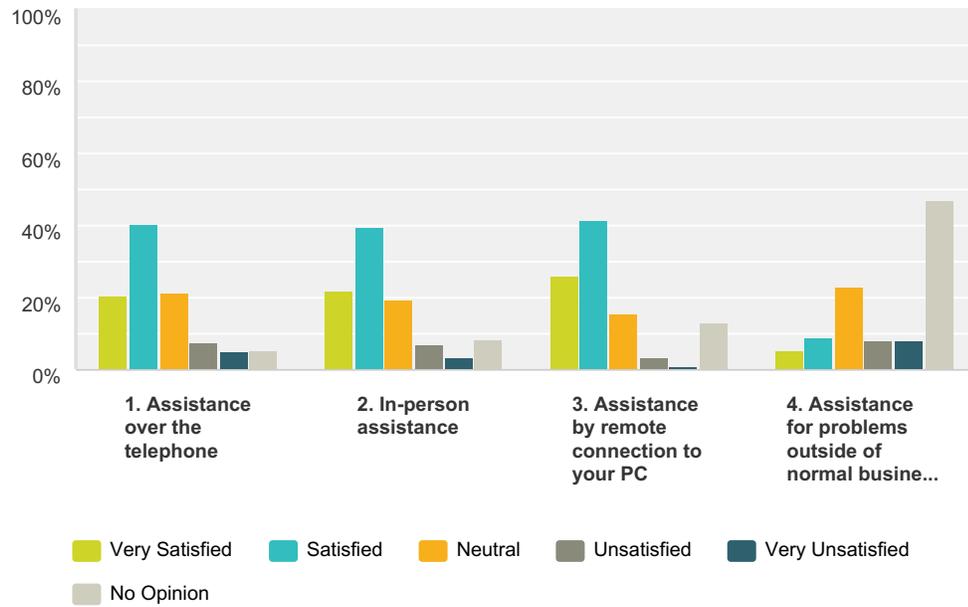


Answer Choices	Responses
Very satisfied	2.63% 6
Somewhat satisfied	30.70% 70
Neither satisfied nor unsatisfied	22.81% 52
Somewhat unsatisfied	25.00% 57
Very unsatisfied	15.79% 36
No Opinion	3.07% 7
Total	228

City of Rocky Mount IT Department Satisfaction Survey

Q5 Please rate the following services you may have received from the IT Department.

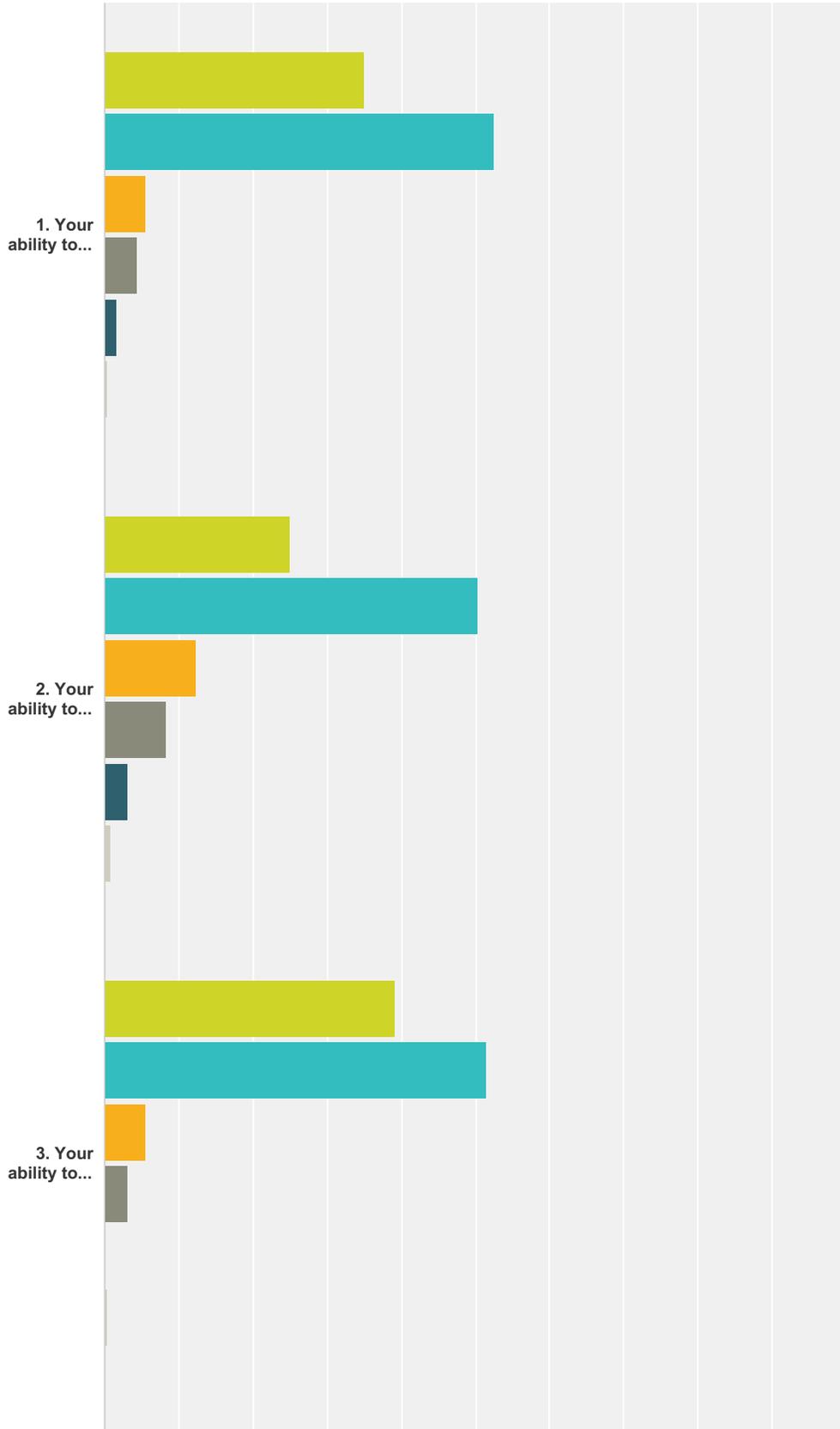
Answered: 228 Skipped: 2



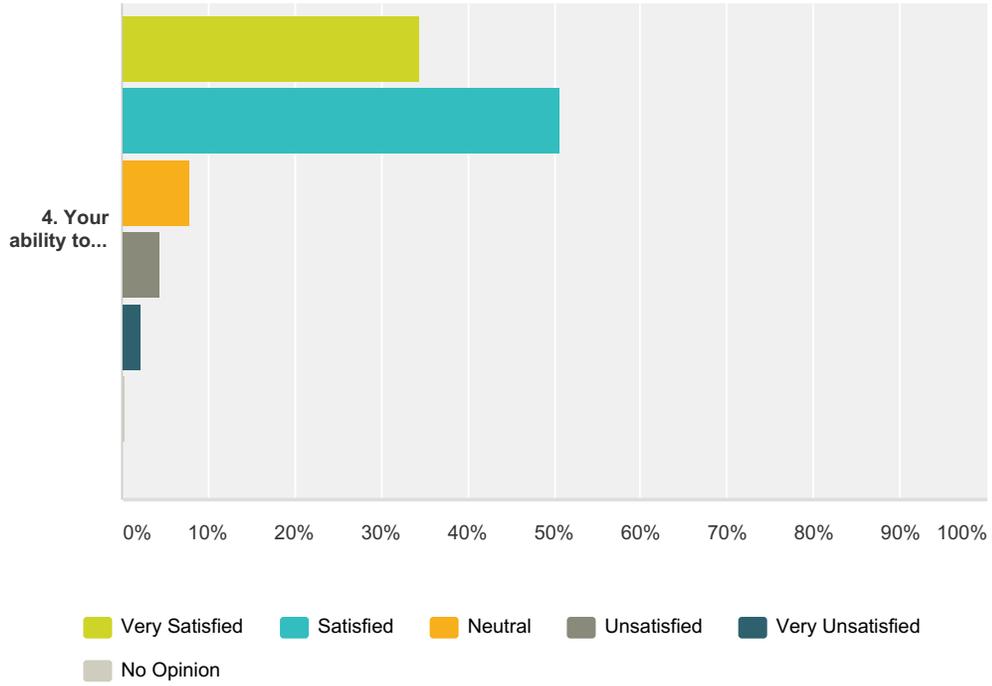
	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied	No Opinion	Total
1. Assistance over the telephone	20.61% 47	40.35% 92	21.49% 49	7.46% 17	4.82% 11	5.26% 12	228
2. In-person assistance	22.03% 50	39.65% 90	19.38% 44	7.05% 16	3.52% 8	8.37% 19	227
3. Assistance by remote connection to your PC	25.78% 58	41.33% 93	15.56% 35	3.56% 8	0.89% 2	12.89% 29	225
4. Assistance for problems outside of normal business hours	5.36% 12	8.93% 20	22.77% 51	8.04% 18	8.04% 18	46.88% 105	224

Q6 Please rate your average network, printing, Internet, and email experiences.

Answered: 228 Skipped: 2



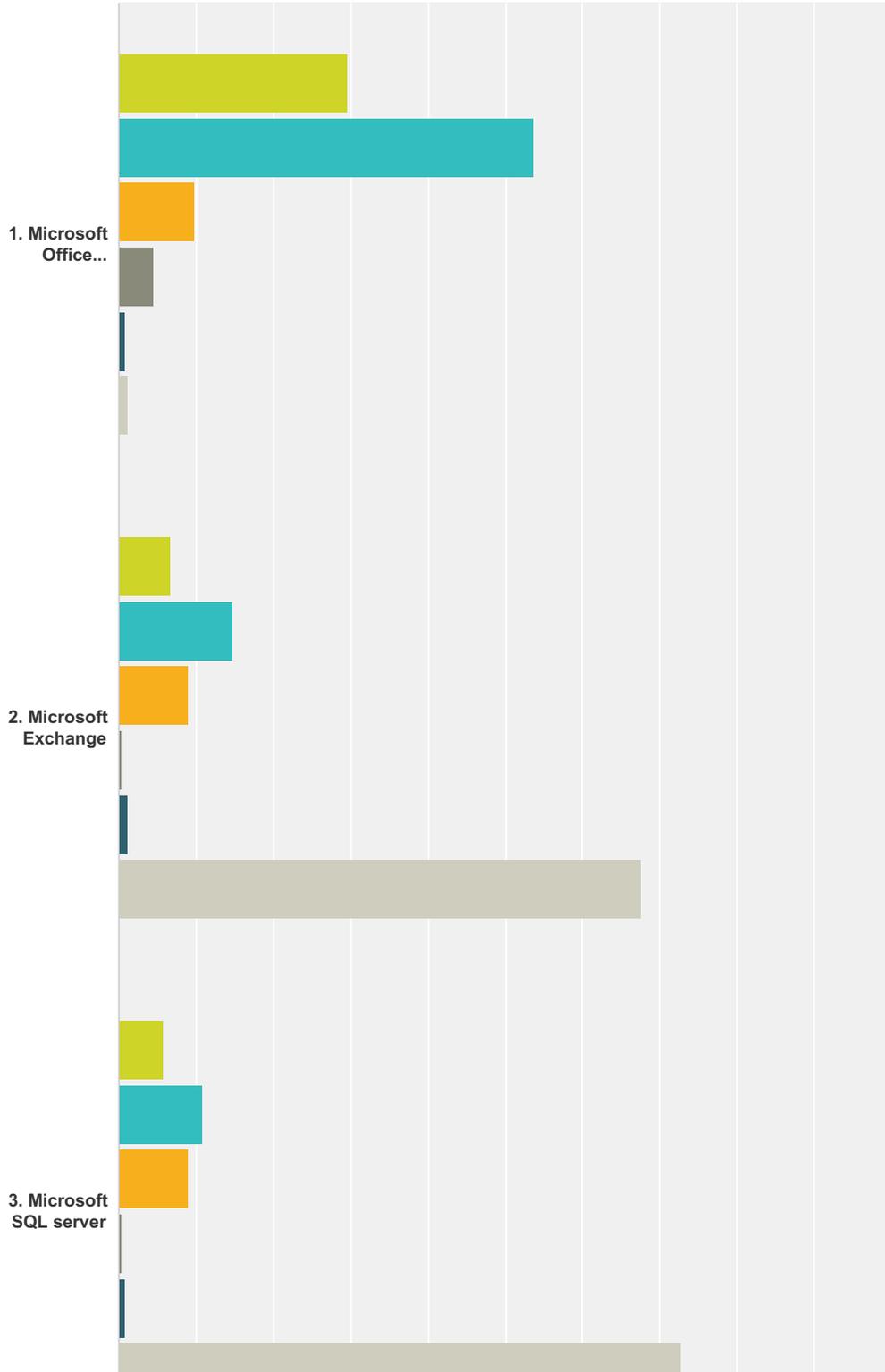
City of Rocky Mount IT Department Satisfaction Survey



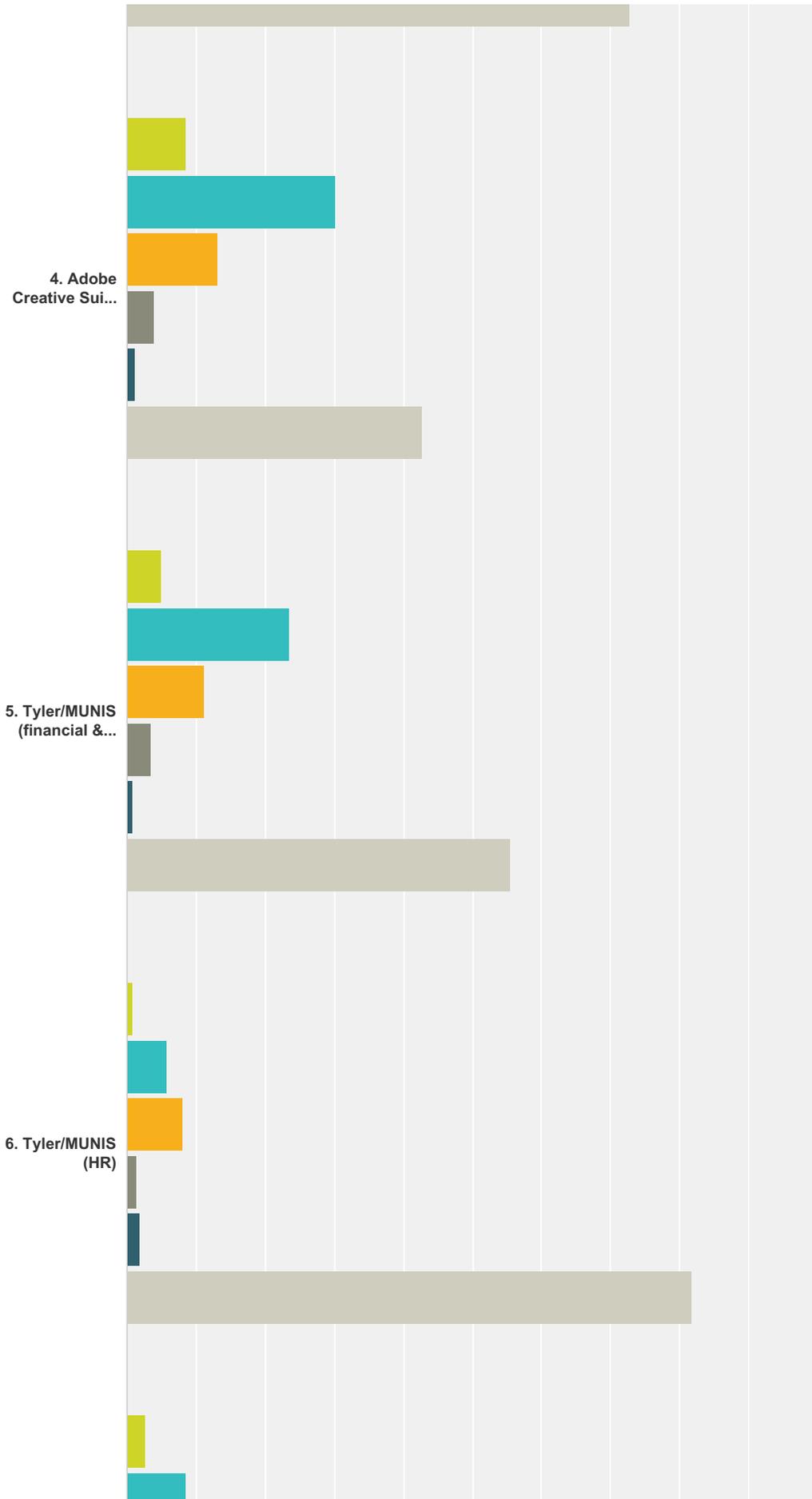
	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied	No Opinion	Total
1. Your ability to login to the network, on average.	35.09% 80	52.63% 120	5.70% 13	4.39% 10	1.75% 4	0.44% 1	228
2. Your ability to print, on average.	25.11% 57	50.22% 114	12.33% 28	8.37% 19	3.08% 7	0.88% 2	227
3. Your ability to access e-mail, on average.	39.21% 89	51.54% 117	5.73% 13	3.08% 7	0.00% 0	0.44% 1	227
4. Your ability to access the Internet, on average.	34.36% 78	50.66% 115	7.93% 18	4.41% 10	2.20% 5	0.44% 1	227

Q7 Please rate the following software applications used by various City of Rocky Mount departments. If you have no experience with the software application, please choose "No Opinion."

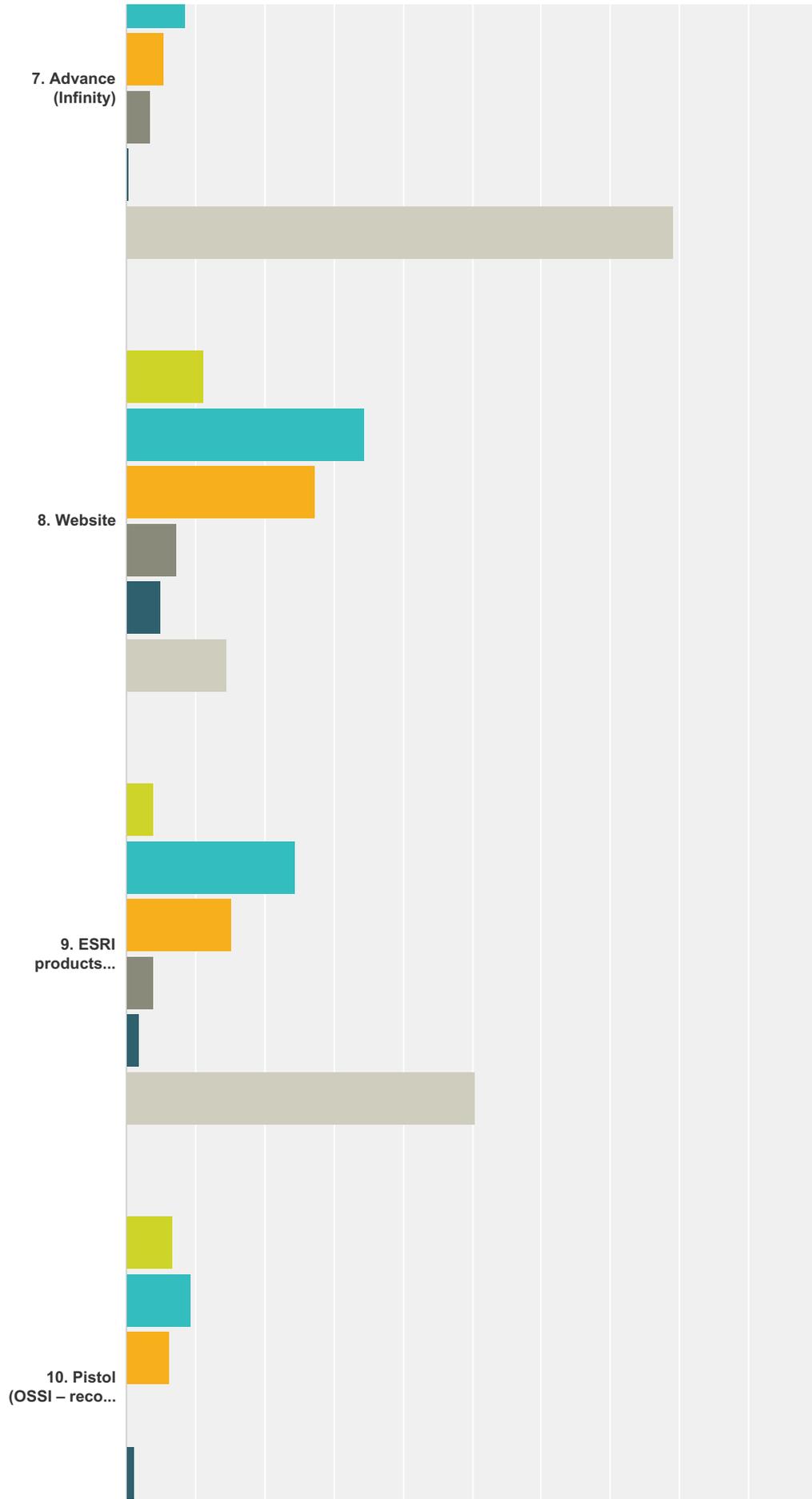
Answered: 223 Skipped: 7



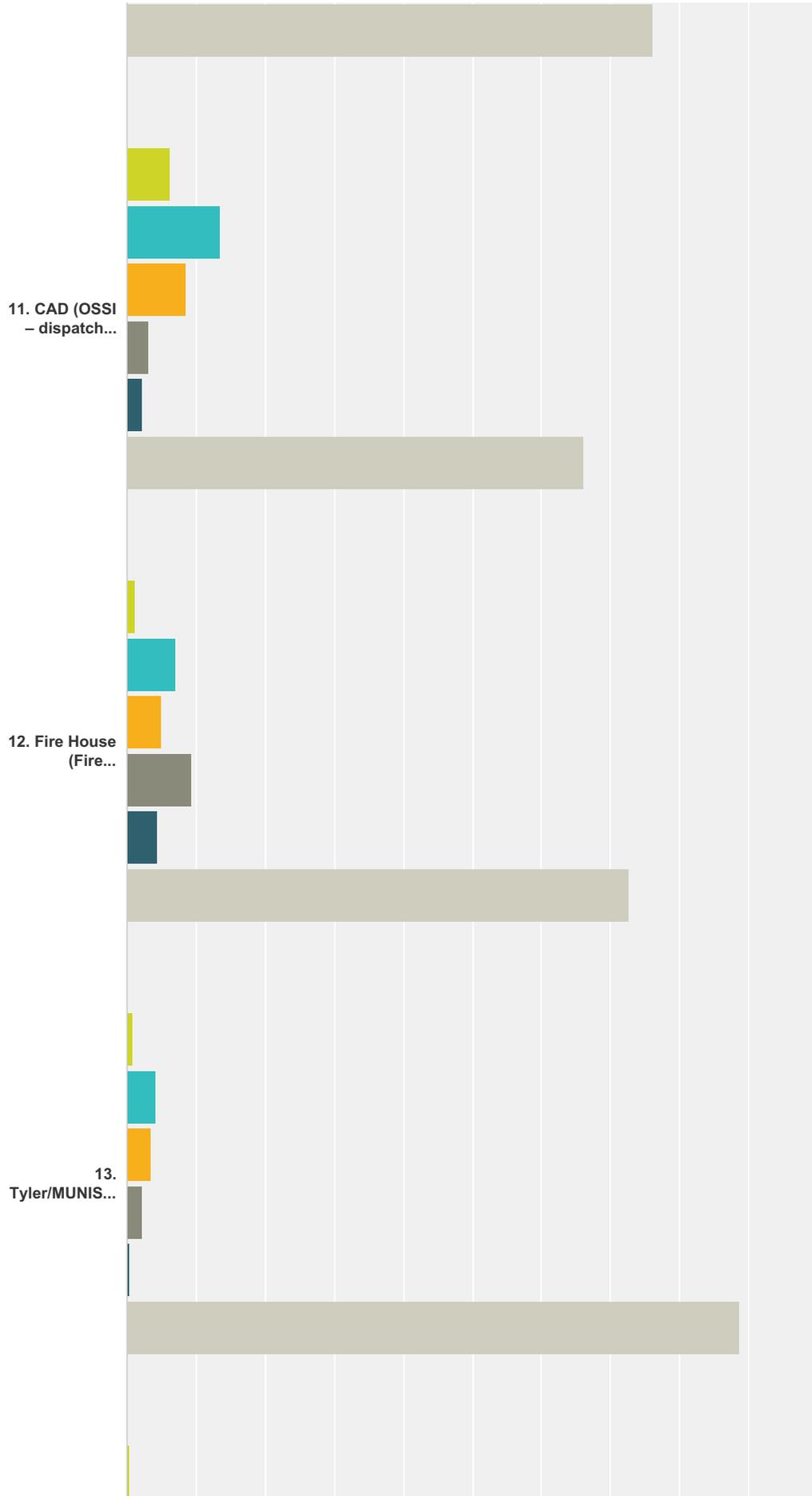
City of Rocky Mount IT Department Satisfaction Survey



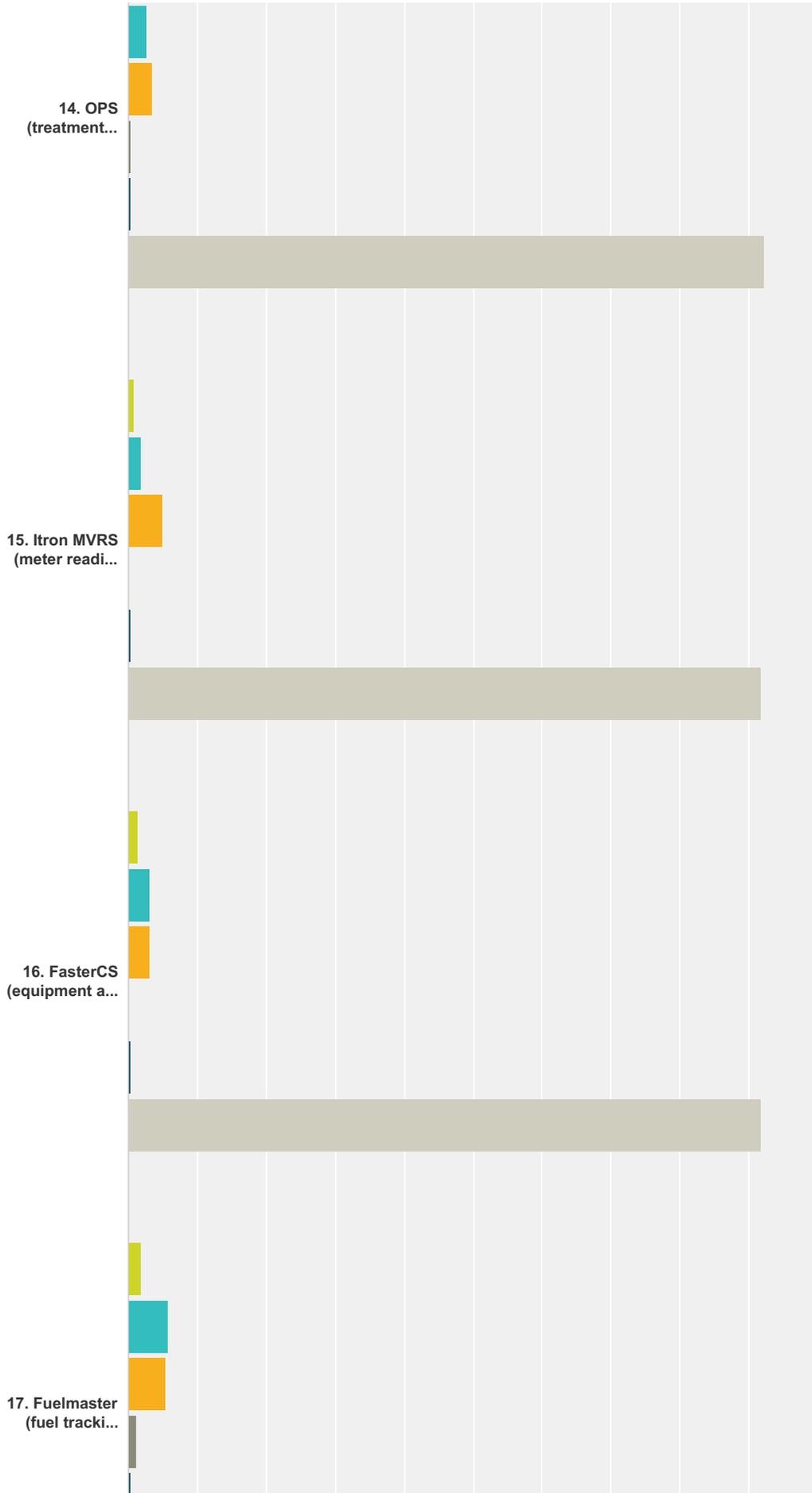
City of Rocky Mount IT Department Satisfaction Survey



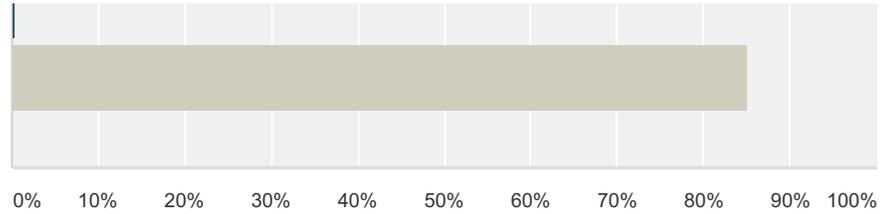
City of Rocky Mount IT Department Satisfaction Survey



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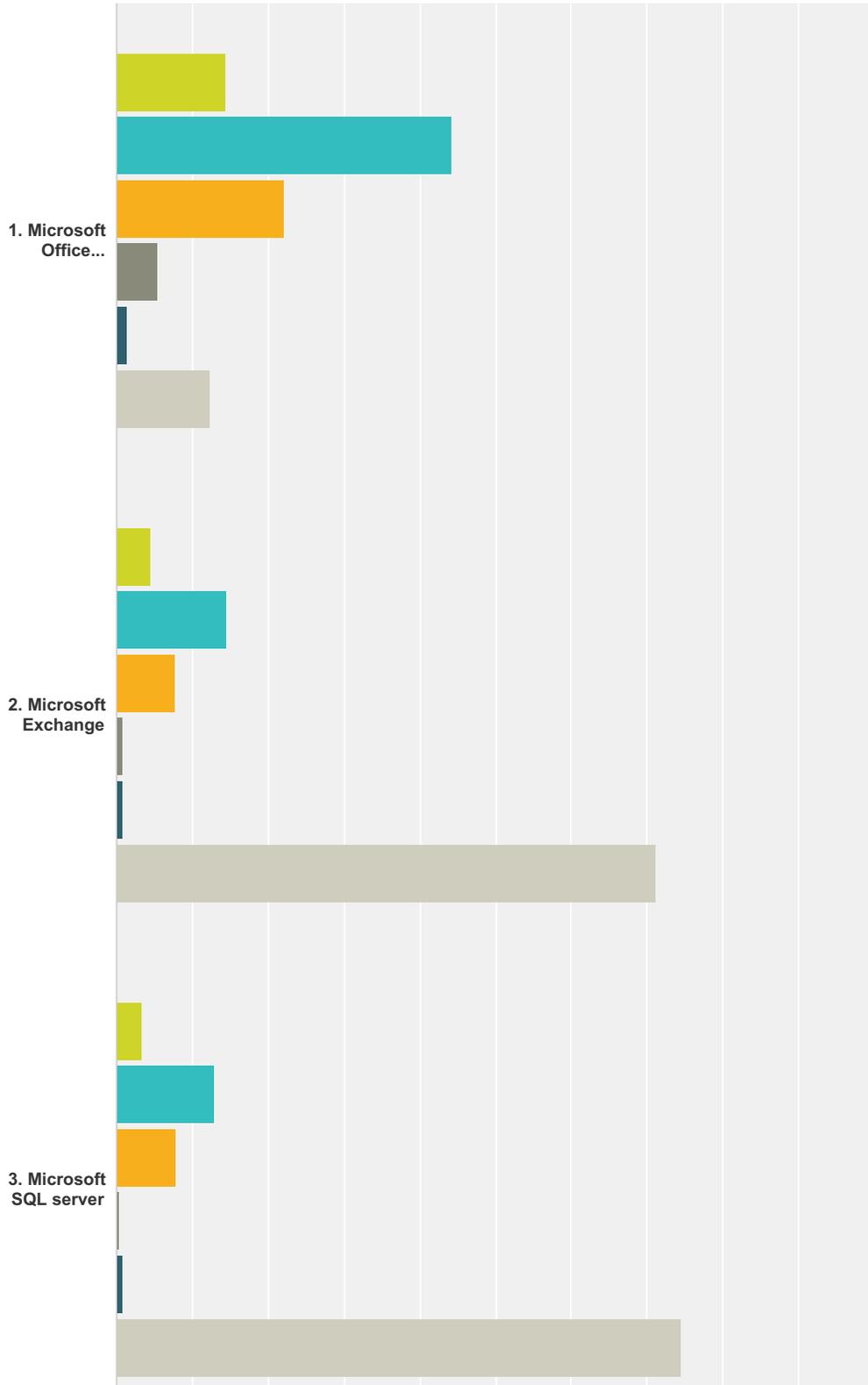
City of Rocky Mount IT Department Satisfaction Survey



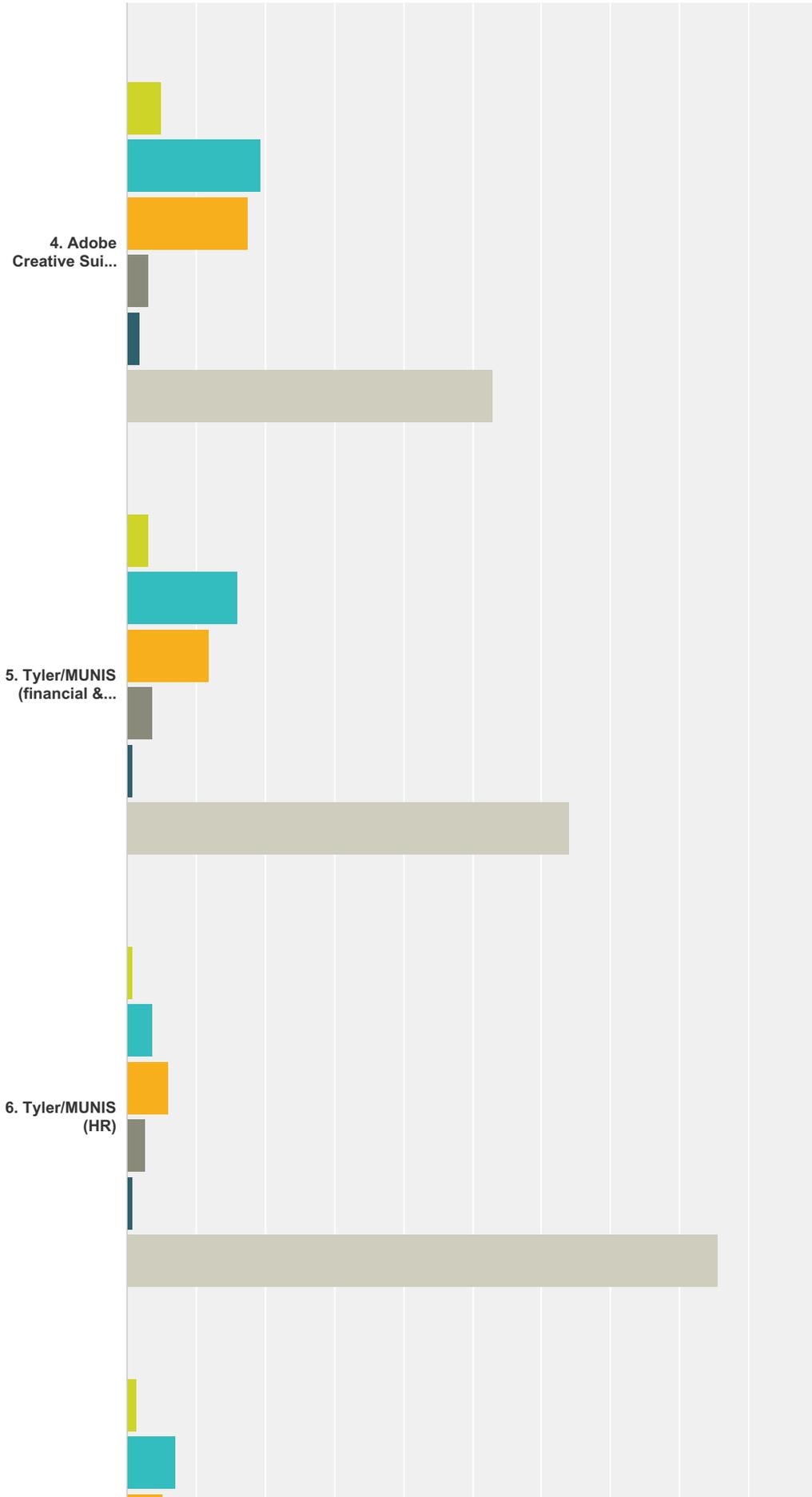
	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied	No Opinion	Total
1. Microsoft Office (Outlook, Word, Excel, PowerPoint, Access)	29.73% 66	53.60% 119	9.91% 22	4.50% 10	0.90% 2	1.35% 3	222
2. Microsoft Exchange	6.73% 15	14.80% 33	8.97% 20	0.45% 1	1.35% 3	67.71% 151	223
3. Microsoft SQL server	5.88% 13	10.86% 24	9.05% 20	0.45% 1	0.90% 2	72.85% 161	221
4. Adobe Creative Suite (Flash, Acrobat, Illustrator, Dreamweaver, InDesign, Photoshop)	8.56% 19	30.18% 67	13.06% 29	4.05% 9	1.35% 3	42.79% 95	222
5. Tyler/MUNIS (financial & purchasing modules)	5.00% 11	23.64% 52	11.36% 25	3.64% 8	0.91% 2	55.45% 122	220
6. Tyler/MUNIS (HR)	0.90% 2	5.88% 13	8.14% 18	1.36% 3	1.81% 4	81.90% 181	221
7. Advance (Infinity)	2.71% 6	8.60% 19	5.43% 12	3.62% 8	0.45% 1	79.19% 175	221
8. Website	11.36% 25	34.55% 76	27.27% 60	7.27% 16	5.00% 11	14.55% 32	220
9. ESRI products (Archiinfo, ArcGIS, ArcView, ArcPad)	4.05% 9	24.32% 54	15.32% 34	4.05% 9	1.80% 4	50.45% 112	222
10. Pistol (OSSSI – records data for PD)	6.73% 15	9.42% 21	6.28% 14	0.00% 0	1.35% 3	76.23% 170	223
11. CAD (OSSSI – dispatch system for PD)	6.31% 14	13.51% 30	8.56% 19	3.15% 7	2.25% 5	66.22% 147	222
12. Fire House (Fire department)	1.35% 3	7.17% 16	4.93% 11	9.42% 21	4.48% 10	72.65% 162	223
13. Tyler/MUNIS (Building Permits & Inspections)	0.90% 2	4.07% 9	3.62% 8	2.26% 5	0.45% 1	88.69% 196	221
14. OPS (treatment plant software to track operation and regulatory data)	0.45% 1	2.70% 6	3.60% 8	0.45% 1	0.45% 1	92.34% 205	222
15. Itron MVRS (meter reading software)	0.90% 2	1.79% 4	4.93% 11	0.00% 0	0.45% 1	91.93% 205	223
16. FasterCS (equipment and parts inventory - garage)	1.36% 3	3.18% 7	3.18% 7	0.00% 0	0.45% 1	91.82% 202	220
17. Fuelmaster (fuel tracking software - garage)	1.80% 4	5.86% 13	5.41% 12	1.35% 3	0.45% 1	85.14% 189	222

Q8 Please rate IT department's assistance with the following software applications. If you have no experience with the software application, please choose "No Opinion."

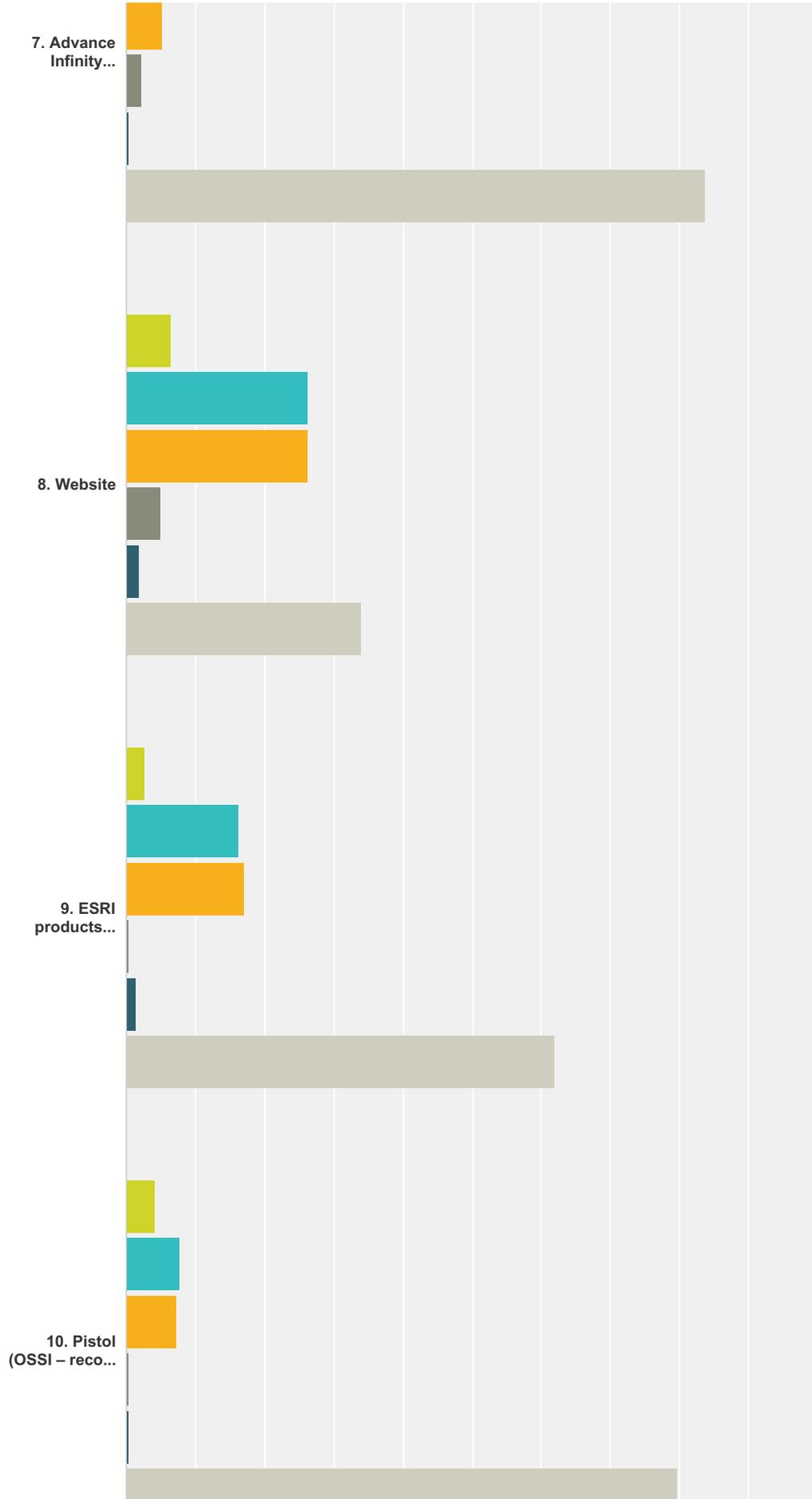
Answered: 222 Skipped: 8



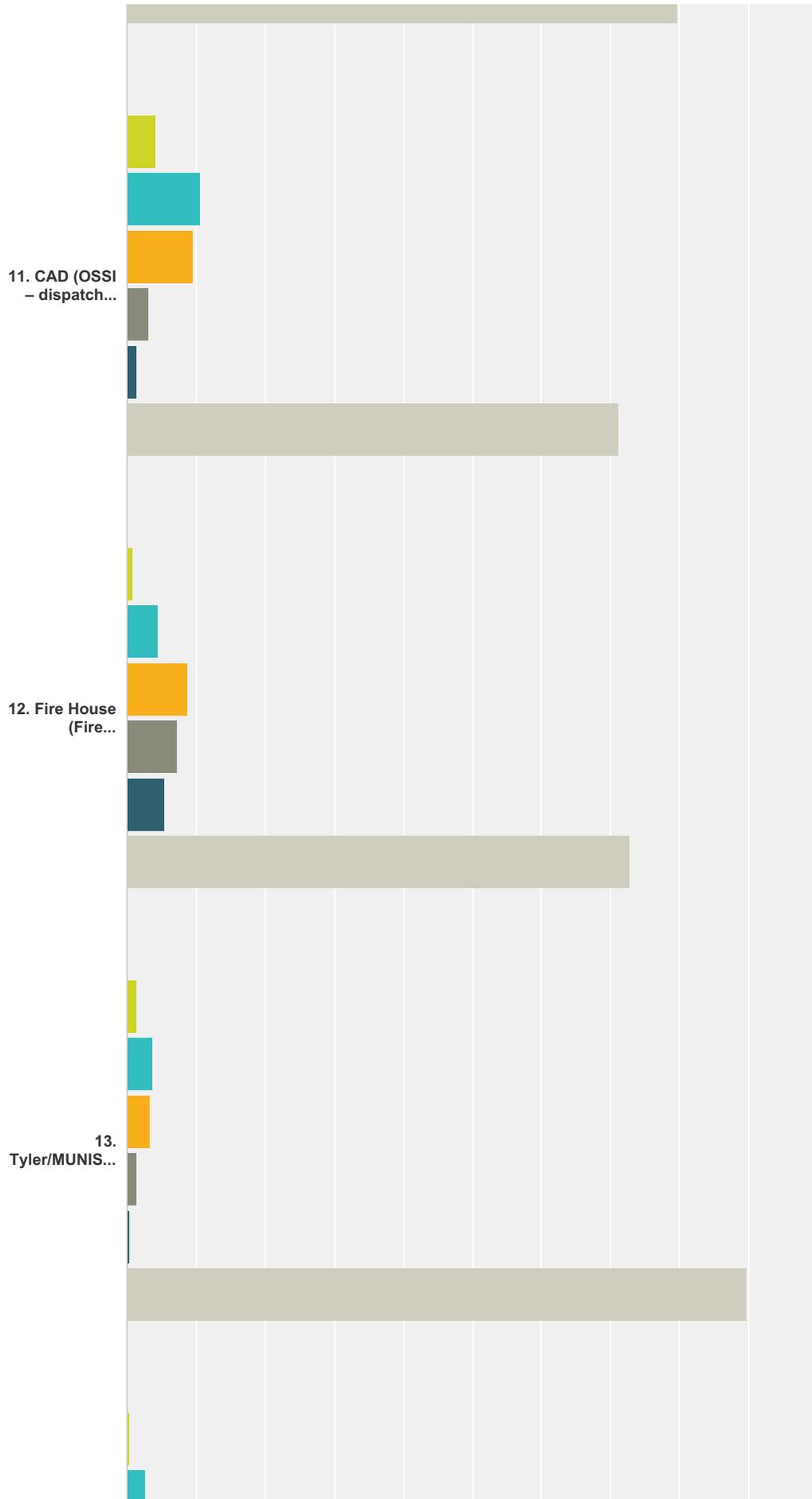
City of Rocky Mount IT Department Satisfaction Survey



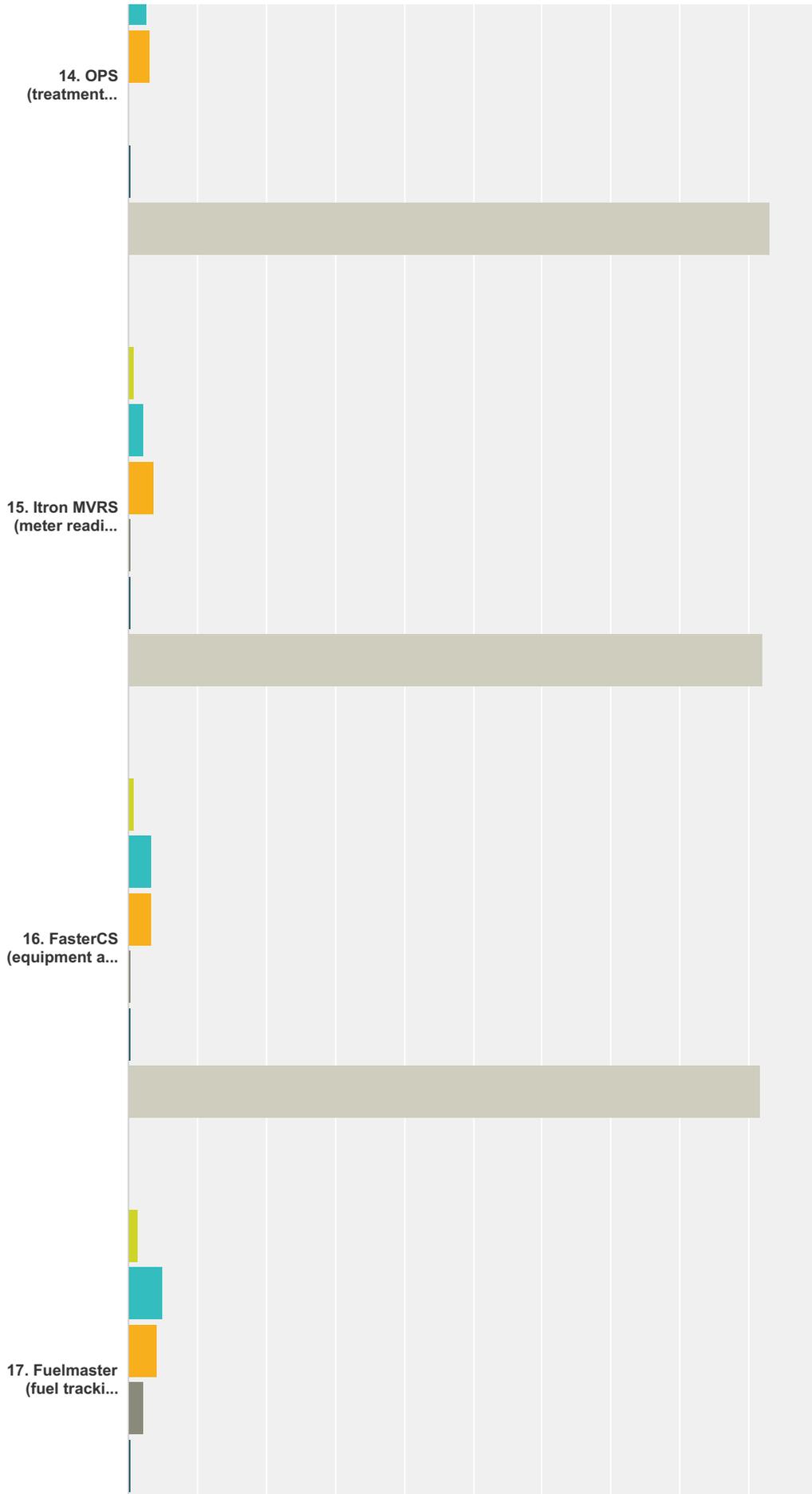
City of Rocky Mount IT Department Satisfaction Survey



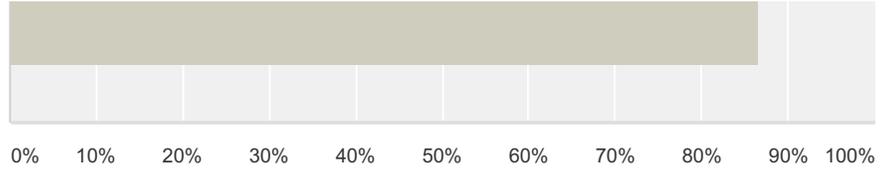
City of Rocky Mount IT Department Satisfaction Survey



City of Rocky Mount IT Department Satisfaction Survey



City of Rocky Mount IT Department Satisfaction Survey



■ Very Satisfied
 ■ Satisfied
 ■ Neutral
 ■ Unsatisfied
 ■ Very Unsatisfied
■ No Opinion

	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied	No Opinion	Total
1. Microsoft Office (Outlook, Word, Excel, PowerPoint, Access)	14.48% 32	44.34% 98	22.17% 49	5.43% 12	1.36% 3	12.22% 27	221
2. Microsoft Exchange	4.57% 10	14.61% 32	7.76% 17	0.91% 2	0.91% 2	71.23% 156	219
3. Microsoft SQL server	3.24% 7	12.96% 28	7.87% 17	0.46% 1	0.93% 2	74.54% 161	216
4. Adobe Creative Suite (Flash, Acrobat, Illustrator, Dreamweaver, InDesign, Photoshop)	5.07% 11	19.35% 42	17.51% 38	3.23% 7	1.84% 4	53.00% 115	217
5. Tyler/MUNIS (financial & purchasing modules)	3.23% 7	16.13% 35	11.98% 26	3.69% 8	0.92% 2	64.06% 139	217
6. Tyler/MUNIS (HR)	0.93% 2	3.74% 8	6.07% 13	2.80% 6	0.93% 2	85.51% 183	214
7. Advance Infinity (Utility billing and Core Cashiering)	1.40% 3	7.01% 15	5.14% 11	2.34% 5	0.47% 1	83.64% 179	214
8. Website	6.45% 14	26.27% 57	26.27% 57	5.07% 11	1.84% 4	34.10% 74	217
9. ESRI products (Archinfo, ArcGIS, ArcView, ArcPad)	2.78% 6	16.20% 35	17.13% 37	0.46% 1	1.39% 3	62.04% 134	216
10. Pistol (OSSI – records data for PD)	4.13% 9	7.80% 17	7.34% 16	0.46% 1	0.46% 1	79.82% 174	218
11. CAD (OSSI – dispatch system for PD)	4.13% 9	10.55% 23	9.63% 21	3.21% 7	1.38% 3	71.10% 155	218
12. Fire House (Fire department)	0.92% 2	4.59% 10	8.72% 19	7.34% 16	5.50% 12	72.94% 159	218
13. Tyler/MUNIS (Building Permits & Inspections)	1.40% 3	3.72% 8	3.26% 7	1.40% 3	0.47% 1	89.77% 193	215
14. OPS (treatment plant software to track operation and regulatory data)	0.46% 1	2.76% 6	3.23% 7	0.00% 0	0.46% 1	93.09% 202	217
15. Itron MVRs (meter reading software)	0.93% 2	2.31% 5	3.70% 8	0.46% 1	0.46% 1	92.13% 199	216
16. FasterCS (equipment and parts inventory - garage)	0.93% 2	3.24% 7	3.24% 7	0.46% 1	0.46% 1	91.67% 198	216
17. Fuelmaster (fuel tracking software - garage)	1.39% 3	5.09% 11	4.17% 9	2.31% 5	0.46% 1	86.57% 187	216

City of Rocky Mount IT Department Satisfaction Survey

Q9 Please list other applications that you use in your position within City of Rocky Mount Government and offer comment on IT assistance with these applications.

Answered: 61 Skipped: 169

#	Responses	Date
1	Cisco AnyConnect for remote access. Great assistance.	11/20/2014 11:23 AM
2	Microsoft Office (Outlook, Word, Excel, PowerPoint)	11/18/2014 6:30 AM
3	Use other systems but the resolution provided by IT for most issues are "REBOOT"... which is not the correct resolution most times.	11/17/2014 4:22 PM
4	Q- drive at Station 7 extremely slow to open word docs, Access to mapping programs with the ability to print street maps without the street names to be used to test drivers street knowledge. CAD status monitor that works most of the time for the station.	11/15/2014 11:32 AM
5	N/A	11/15/2014 12:29 AM
6	Goggle products more now microsoft not so much in use.	11/13/2014 4:00 PM
7	Laboratory Data Management (LIMS) - some assistance, but will need more from IT in the future.	11/13/2014 11:23 AM
8	CAD, Pistol, google mail. No problem of getting help from IT. Very professional.	11/13/2014 12:31 AM
9	Alchemy- Somewhat unsatisfied but more of a application problem than IT.	11/11/2014 11:55 AM
10	Switched to Google and didn't have adequate training from IT and some IT staff members couldn't even assist. Rushed to switch without thorough understanding. More of a self taught situation.	11/11/2014 9:39 AM
11	Web Apps for Engineering Projects database; this was set up by our IT department & works great.	11/11/2014 9:26 AM
12	Active Net	11/11/2014 9:17 AM
13	CAD PISTOL NC AWARE SHOT SPOTTER DCI	11/11/2014 4:36 AM
14	N/A	11/11/2014 4:19 AM
15	Active Net NeoGov Java	11/11/2014 12:33 AM
16	SCADA	11/10/2014 9:40 PM
17	N/A	11/10/2014 7:17 PM
18	NEOGOV	11/10/2014 2:02 PM
19	Google is used for calendar and email instead of Microsoft Outlook. It would have been beneficial to have more training before we switched right over from Outlook to Google. Also some of our email folders were lost and never moved over as promised.	11/10/2014 1:57 PM
20	N/A	11/10/2014 1:55 PM
21	AutoCadd 15	11/10/2014 1:51 PM
22	arcmap	11/10/2014 1:47 PM
23	N/A	11/10/2014 1:19 PM
24	None.	11/10/2014 1:16 PM
25	CMS Dispatch, CART program, BUDMRS,CIPMRS, Wasteworks,Google assistance is good when requested	11/10/2014 1:06 PM
26	I have been trying to get the updated MS PowerPoint or Adobe Creative Suite as create marketing tools for the Senior Center. I've been told there are licenses available which mean we have to pay outside resources to create. Would like to have access to these tools.	11/10/2014 12:56 PM

City of Rocky Mount IT Department Satisfaction Survey

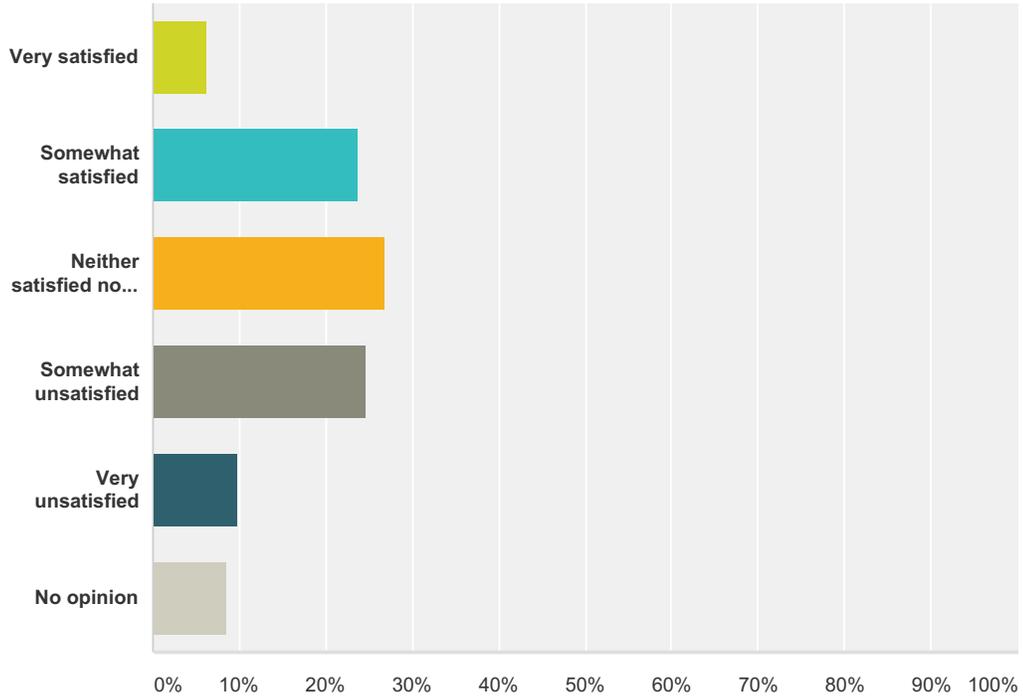
27	Adobe X Pro	11/10/2014 12:55 PM
28	Various specialized software for engineering use including Visual Pro, CYME, SEL Accselerator, etc.	11/10/2014 12:53 PM
29	Ipads (may need to look at upgrade) - satisfield	11/10/2014 12:51 PM
30	N/A	11/9/2014 11:39 AM
31	WWTP SCADA, currently there is an issue of system use an the JAVA application.	11/7/2014 10:59 AM
32	I use mostly Apple software products. I rarely ask assistance for these applications.	11/7/2014 9:49 AM
33	Google Drives - Satisfied Scada - Neutral	11/7/2014 8:27 AM
34	NeoGov - little interaction with IT	11/6/2014 4:30 PM
35	None	11/6/2014 8:23 AM
36	printers not on server, unable to set them up, IT not available after 5pm to assist if email or drives go down	11/5/2014 7:12 PM
37	N / A	11/5/2014 2:05 PM
38	XXX	11/5/2014 11:44 AM
39	ATM-4, Starry Night Dome, PaintShop Pro,	11/5/2014 10:12 AM
40	N/A	11/5/2014 9:53 AM
41	None	11/5/2014 9:26 AM
42	Google Mail, (Very Satisfied) Avigilon (Very Satisfied)	11/5/2014 8:47 AM
43	AutoCAD - Satisfied	11/4/2014 8:54 AM
44	Google	11/3/2014 2:44 PM
45	Google Mail	11/3/2014 1:45 PM
46	Munis / Crystal Never any assistance. Always delays if helped any at all, and always have to contact Tyler Support.	11/3/2014 11:24 AM
47	Loans -----unsatisfied	11/3/2014 9:21 AM
48	GoogleDocs, GoogleForm, etc. PastPerfect software	11/3/2014 9:10 AM
49	LOANS, no assistance.	11/3/2014 9:01 AM
50	CMS Dispatch. IT assistance is Satisfactory.	11/3/2014 8:57 AM
51	SCADA - Historically, Utilities has supported themselves with SCADA for the most part and I have no problem with it continuing as such.	11/3/2014 8:45 AM
52	Activenet. Please help.	11/2/2014 6:02 PM
53	autocad no assistance	11/2/2014 10:12 AM
54	I use ActiveNet as part of the recreation and parks registration software. It would be nice if the IT department would take an interest in this software and assist with hardware set-up. It is hard for our department having to learn computer language to install hardware on computer, but having to call IT for administrator to login so we can install.	11/2/2014 9:46 AM
55	Very satisfied with the it department. Any new technology that come with the advancement of my job is sufficient	11/1/2014 11:00 PM
56	CMS, OMS, all internal support.	11/1/2014 1:54 PM
57	Anytime I have called for assistance with a computer issue. Travis has been rude, arrogant and treats you like you are stupid for bothering him. Has only been helpful a few times.	11/1/2014 12:32 PM
58	Google products and open office. General do not contact IT. Ask other officers or supervisors for assistance.	11/1/2014 4:28 AM
59	No other applications at this time.	10/31/2014 8:49 PM
60	Autocad, Water Cad, MicroStation	10/31/2014 4:58 PM

City of Rocky Mount IT Department Satisfaction Survey

61	Most of the additional programs I use, I taught myself as I believe I have the ability to be self-sufficient for the most part.	10/31/2014 4:55 PM
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Q10 How satisfied are you with the technology training opportunities for basic applications that are used across the organization (i.e. Microsoft Office Suite, Website, Intranet, etc)?

Answered: 223 Skipped: 7



Answer Choices	Responses
Very satisfied	6.28% 14
Somewhat satisfied	23.77% 53
Neither satisfied nor dissatisfied	26.91% 60
Somewhat unsatisfied	24.66% 55
Very unsatisfied	9.87% 22
No opinion	8.52% 19
Total	223

City of Rocky Mount IT Department Satisfaction Survey

Q11 Please offer any comments on technology training that you have. For example, if you are unhappy with specific training offerings or would like to see more training on specific applications, feel free to share your thoughts!

Answered: 81 Skipped: 149

#	Responses	Date
1	A A list of printers in the department and locations where they are located. Classes in computer if it is beneficial to us (neo gov) . A lot of people could not log on or had troubles with it.	12/1/2014 6:42 PM
2	I would like to see basic excel training classes offered.	11/25/2014 9:00 AM
3	I would like to see more online training opportunities. Cookbook type vignettes that show a specific task, as well as more general training.	11/20/2014 11:23 AM
4	Are there training opportunities for new hires?	11/18/2014 10:25 AM
5	At times its hard to reach someone at the Help Desk Line. But an email seems to work quicker.	11/18/2014 6:30 AM
6	There should be an SME for training, whether they are from Departments/Divisions, they will be able to assist with training needs.	11/17/2014 4:22 PM
7	None	11/15/2014 11:32 AM
8	When the city made a switch from microsoft products to Google there was no training to how to use new products. Trial by error and self taught, still that way and only feel like know how to barely work in google products.	11/13/2014 4:00 PM
9	N/A	11/13/2014 12:31 AM
10	I am not aware of any technology training that is available.	11/11/2014 4:22 PM
11	It would have been better if IT had offered Google classes for employees to attend instead of relying on train the trainer from individuals who were not IT employees.	11/11/2014 9:39 AM
12	More training in Microsoft Office products; more training in Google capabilities or an outline of the training that has been presented.	11/11/2014 9:26 AM
13	Wifi that works for the fire dept with out a time limit. You have dropped the ball on finishing the installation. Upgrade equipment. Try sitting in our shoes when it's 3:00 in the morning and having to wait on a super slow system to do a report. Thanks but no thanks.	11/10/2014 10:52 PM
14	More training on ESRI GIS ArcMap.	11/10/2014 3:44 PM
15	Munis GIS	11/10/2014 3:39 PM
16	I would love to see more training offerings for basic Microsoft Office Suite software, including Word, Excel, etc.	11/10/2014 3:23 PM
17	I would like to see more training before we switch over to new software or new versions. For example one day we had 2003 Excel and Word, the next we had 2013 version and I don't recall any notification. Also there was no training offered.	11/10/2014 1:57 PM
18	Not enough training, lack of reliable mobile network capability, hard to make contact with help desk, some help acts as if questions or problems presented are insignificant,	11/10/2014 1:55 PM
19	No additional comments	11/10/2014 1:44 PM
20	Why can the city give WiFi to outside customers and not give it to its own employees in all city buildings???	11/10/2014 1:35 PM
21	may want to consider offering training when there is a major update to one of the applications used by staff on a regular basis.	11/10/2014 1:19 PM

City of Rocky Mount IT Department Satisfaction Survey

22	Only basic level taught. No advanced training offered.	11/10/2014 1:18 PM
23	The City has an Employee Development trainer, but that person doesn't teach any technology classes. Information Systems isn't manned to be able to train. I have begun pointing users to the Goodwill website (http://www.gcflearnfree.org/office). If they really want to learn, this site makes the knowledge available. In addition, it covers multiple editions of Office, which we have in use, so they get to see examples from their version of Excel or Word.	11/10/2014 1:18 PM
24	I have had the basic training on how to set up my City account. I have not had any additional training.	11/10/2014 1:16 PM
25	need to provide training before starting new initiatives example was Google rollout	11/10/2014 1:06 PM
26	Didn't know any training was even offered	11/10/2014 1:01 PM
27	what training?	11/10/2014 12:59 PM
28	Have not had the opportunity to use any training, but would like to.	11/10/2014 12:56 PM
29	Microsoft Office, Excel, Powerpoint, Adobe Pro	11/10/2014 12:55 PM
30	I would like training on Office.	11/10/2014 12:55 PM
31	Regular class offerings made available at all levels would be useful.	11/10/2014 12:53 PM
32	It seems we are left to "figure it out" very often	11/10/2014 12:51 PM
33	very little training on Google applications. would like to be able to share documents with people outside the city network.	11/10/2014 11:00 AM
34	N/A	11/9/2014 11:39 AM
35	I haven't seen many training opportunities offered on a yearly basis. If they are offered, it is tough to try and make a class mid day. With working a 24hr shift it would be easier with a class offered around 8am.	11/7/2014 7:39 PM
36	ALL IS GOOD	11/7/2014 10:54 AM
37	I would like to see some more detailed excel training for those who use it regularly.	11/7/2014 9:45 AM
38	specific training for new users on MUNIS applications	11/6/2014 4:30 PM
39	There are some things that I have access to due to my position that I am unfamiliar with. GIS, is an example. I am dependent on a person within my work unit to lead me.	11/6/2014 8:23 AM
40	IT personnel with PD should have rights to set up programs used by police employees.	11/5/2014 7:12 PM
41	N / A	11/5/2014 2:05 PM
42	Would like more basic training....spreadsheets, Word, etc	11/5/2014 11:44 AM
43	Clear guidance was not given when Parks & Rec (and presumably the rest of the City?) switched from MS Outlook to Google. Are documents to be stored in the the cloud? drop box?, Google Docs? Are there compatibility issues to be addressed? Why is it that updates to web pages must go through someone remotely (John Cook)? Nothing against John or his work, but why is it that if I want to arrange something a particular way on a web page that I must go through the extra work of mocking it up somehow in MS Word or explain in a convoluted email to John how we would like something arranged, as opposed to being empowered and trained to use modern, user friendly web building tools ourselves? Hierarchical approval mechanisms exist that would prevent unauthorized postings (if that is in fact a concern.) I will grant that not all employees might be comfortable at first with these tools. But they should be available to those of us who are willing to learn their proper use.	11/5/2014 10:12 AM
44	To my knowledge, there is no training when new technology is introduced. For instance, no one was trained on Gmail when the city switched over from Outlook. There is no training when new software is installed on computers (e.g. new printers/scanners, etc.) The employee has to figure it out with trial and error.	11/5/2014 10:05 AM
45	Expected to manage Excel spread sheets and have never been provided with any training.	11/5/2014 9:46 AM
46	Would like to see more trainings offered	11/5/2014 9:21 AM
47	More in house training for police hosted by OSSI. The more the officers know what the limits and capabilities of the software is, the better they can utilize it.	11/5/2014 8:47 AM
48	NO TRAINING, THIS IS HOW YOU TURN IT ON AND HERE IS YOUR USER NAME AND PASSWORD THANK YOU FOR COMING TO OUR TRAINING CLASS	11/4/2014 3:28 PM

City of Rocky Mount IT Department Satisfaction Survey

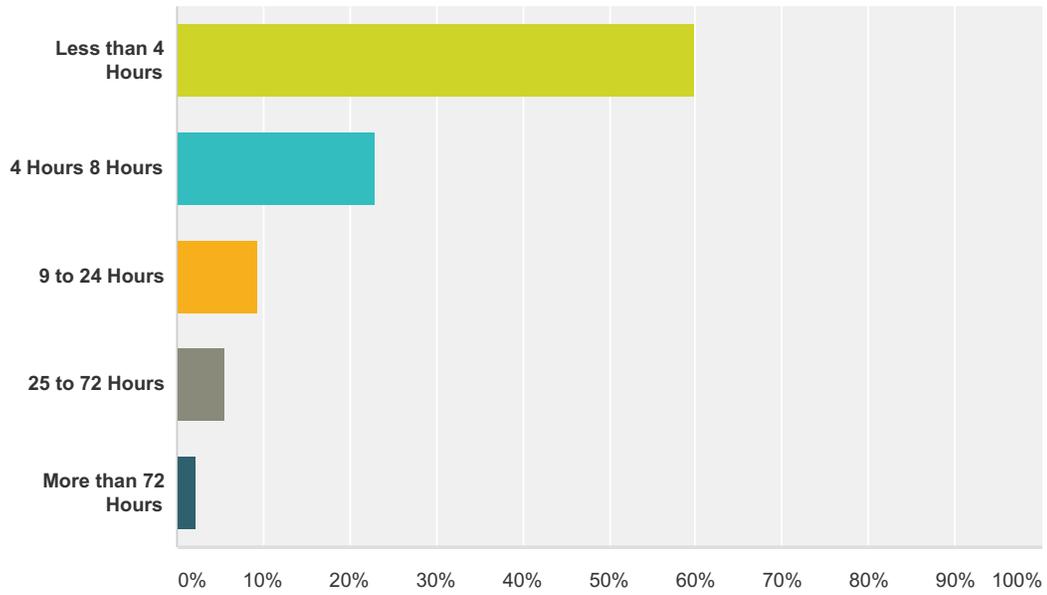
49	Many employees are not adequate at Microsoft Office before coming to the City. Our division's efficiency could be greatly improved if employees could receive a basic training on Microsoft Word, Excel & Powerpoint. I would like to see introductory training made available for these employees.	11/4/2014 8:54 AM
50	Please install updates to software (Firehouse) as they become available and offer training for these updates.	11/4/2014 7:58 AM
51	Limited assistance is available on the majority of the software used in the organization. Mostly the learn as you go. That approach reduced productivity and efficiency.	11/4/2014 6:58 AM
52	more training on Munis	11/3/2014 4:26 PM
53	We need Wi-Fi at the stations without restrictions. People are in schools and can not access web without quota time restrictions. We are at work for 24 hours.	11/3/2014 2:44 PM
54	I am not aware of any technology training, however I feel the IT staff assumes you have technology training as they do	11/3/2014 10:04 AM
55	Need more on line applications (ticketing software!)	11/3/2014 10:02 AM
56	There isn't that much training. Even with scheduled regular training sessions just to stay up-to-date has fallen behind. So, when you are a few versions behind and haven't had any experience with any versions in between, you're struggling to keep up which slows down work production.	11/3/2014 9:29 AM
57	MUNIS- Unsatisfisfied Google-Very Unsatisfied	11/3/2014 9:21 AM
58	I didn't realize IS offered training. Also, the Imperial Centre's Arts Center loses remote connection to the printer more often than I think is normal. IS has been here for fix it many times. Thanks!	11/3/2014 9:10 AM
59	Would like to see more hands on training in Publisher, Excel, and Access. Online training modules don't always meet our needs.	11/3/2014 9:07 AM
60	MUNIS training is perfunctory. It should be more detailed in the beginning and ongoing. Each person is left to their own devices.	11/3/2014 9:01 AM
61	Would like to have access to a better photo editing application than just Microsoft Office Picture Manager.	11/3/2014 8:57 AM
62	I am very comfortable with my level of use with basic applications. However, there are several of my coworkers that I feel could benefit with more training opportunities.	11/3/2014 8:45 AM
63	There should be a lot more training in all areas of technology, be it Advanced Munis Training, Google training, or as simple as e-mail etiquette. I don't feel we take advantage of all Munis has to offer.	11/3/2014 8:29 AM
64	extra training is always good	11/3/2014 6:56 AM
65	Dont offer enough of spevigic program training	11/2/2014 7:17 PM
66	Prefer if offered,online training options. I am not a classroom learner.	11/2/2014 6:02 PM
67	Training is limited and often if done is after the fact.	11/2/2014 7:13 AM
68	I'm satisfied with the current technology	11/1/2014 11:00 PM
69	MORE TRAINING ON MUNIS UPGRADES. MORE ON GOOGLE DOCS AND MORE ON NEW MICROSOFT OFFICE	11/1/2014 10:10 PM
70	Would like to see more training	11/1/2014 1:52 PM
71	Any training at this point would be more than I have ever received from IT dept.	11/1/2014 12:32 PM
72	Trainings on Microsoft Suite would be great. To fix current issues we must search the internet for a fix.	11/1/2014 10:05 AM
73	MUNIS training is essential for the HR group -- new employees do not get any training; and the ones using it have little. No one understands how the system works as a whole; it is only their piece of the system do they have some knowledge of; and it is minimum. For new people you have to ask others who do not have that much knowledge themselves; I would like to see us have a MUNIS expert come in and train us on the various parts of MUNIS.	11/1/2014 8:37 AM
74	We receive basic training with new applications only.	11/1/2014 4:28 AM
75	More training is needed - application specific training, excel, word, GIS	10/31/2014 10:26 PM
76	Have never had the opportunity to take any training.	10/31/2014 9:09 PM

City of Rocky Mount IT Department Satisfaction Survey

77	No comments at this time.	10/31/2014 8:49 PM
78	did not know that the city offered training on technology or software	10/31/2014 6:47 PM
79	I have been employed at the City of Rocky Mount for approximately 2 years and I have not seen any software training offerings from the IT department. Although, I have been helped when asked.	10/31/2014 5:20 PM
80	Would like to see more collaborative efforts with regard to training and software implementation and leverage in general.	10/31/2014 4:58 PM
81	How soon can we move to MS365!	10/31/2014 4:56 PM

Q12 Overall response time, for routine technical issues, is within:

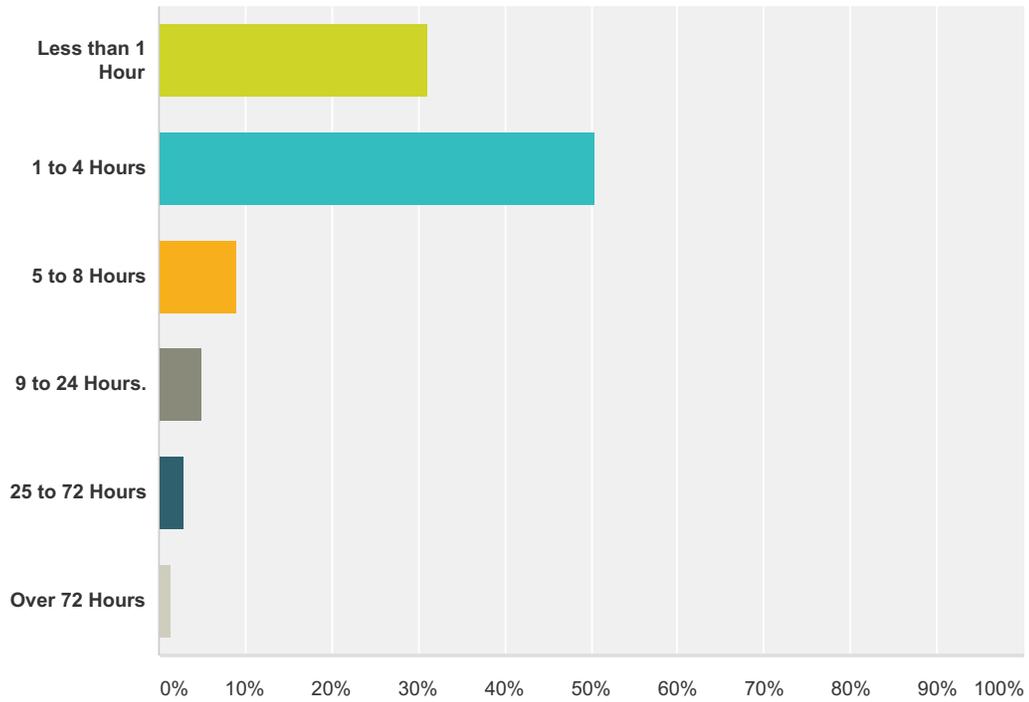
Answered: 214 Skipped: 16



Answer Choices	Responses	Count
Less than 4 Hours	59.81%	128
4 Hours 8 Hours	22.90%	49
9 to 24 Hours	9.35%	20
25 to 72 Hours	5.61%	12
More than 72 Hours	2.34%	5
Total		214

Q13 Overall response time, for technical emergencies, is within:

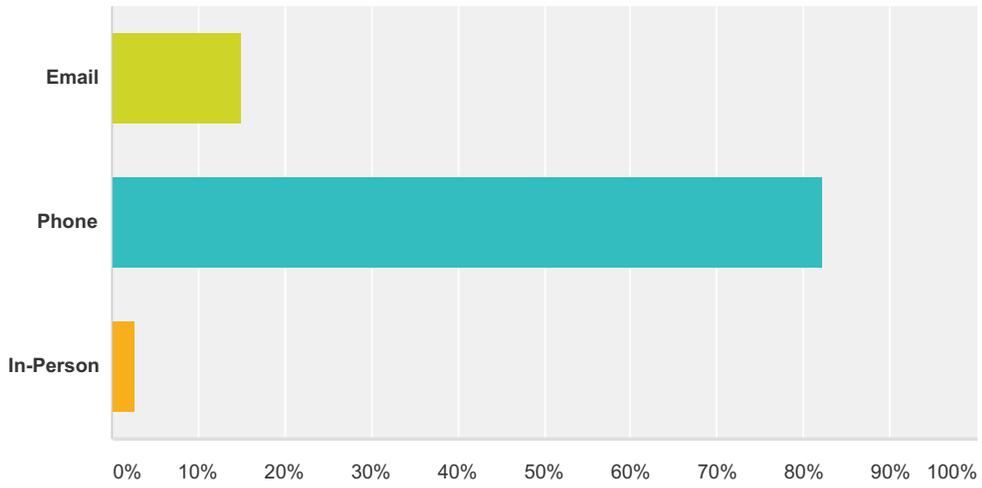
Answered: 202 Skipped: 28



Answer Choices	Responses	
Less than 1 Hour	31.19%	63
1 to 4 Hours	50.50%	102
5 to 8 Hours	8.91%	18
9 to 24 Hours.	4.95%	10
25 to 72 Hours	2.97%	6
Over 72 Hours	1.49%	3
Total		202

Q14 When I have a technical issue, I usually contact the IT Department:

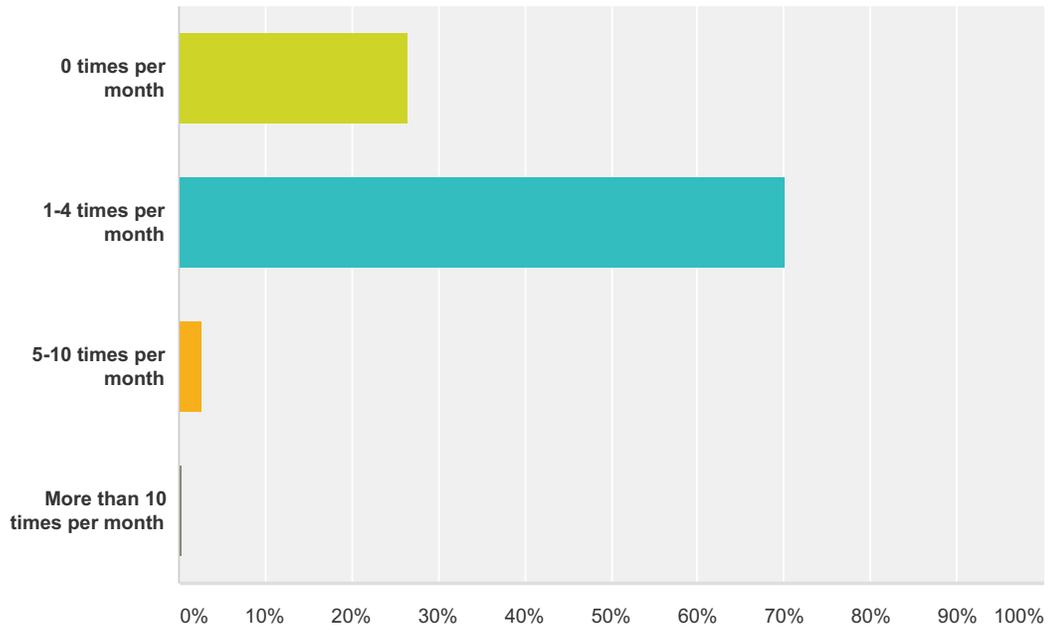
Answered: 214 Skipped: 16



Answer Choices	Responses	
Email	14.95%	32
Phone	82.24%	176
In-Person	2.80%	6
Total		214

Q15 How often do you request IT assistance per month?

Answered: 215 Skipped: 15



Answer Choices	Responses	
0 times per month	26.51%	57
1-4 times per month	70.23%	151
5-10 times per month	2.79%	6
More than 10 times per month	0.47%	1
Total		215

City of Rocky Mount IT Department Satisfaction Survey

Q16 If you do not request IT help, please list your reasons.

Answered: 50 Skipped: 180

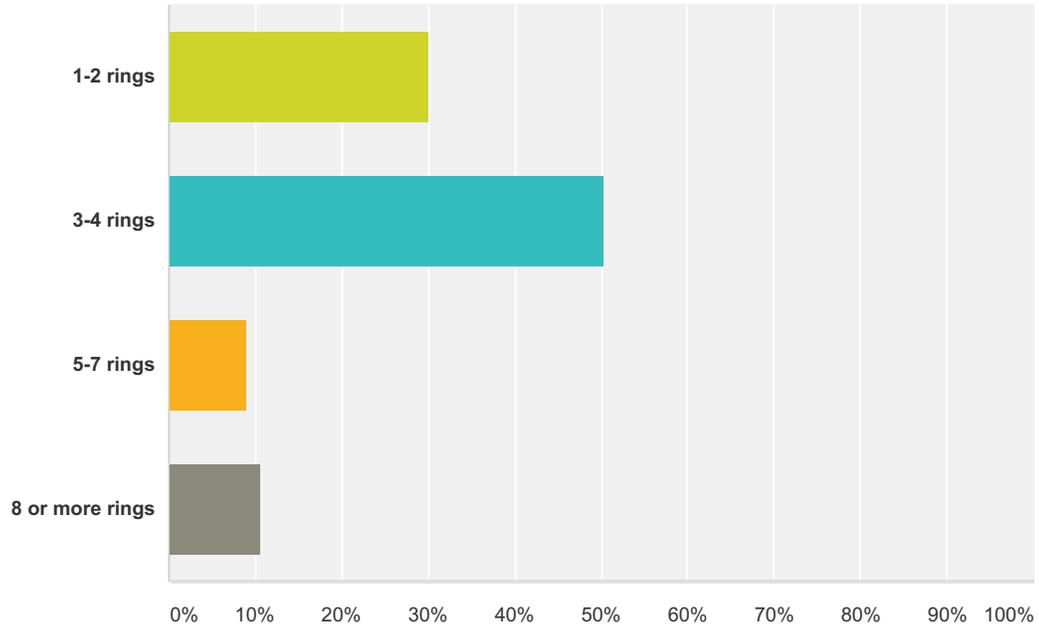
#	Responses	Date
1	Prefer to figure it out on my own. Would like to know that if I did contact the "Help Desk", there is someone that is friendly and seems ready to assist on the other end. I don't want to feel like I am a bother to someone that is supposed to be there to assist.	11/17/2014 4:22 PM
2	always told to shut down; repeated events of same error occurring; never fixed...no need to keep calling	11/17/2014 12:11 PM
3	We are not allowed to contact IT for help. We have to communicate issues up the chain to a Battalion Chief, then he will contact IT.	11/15/2014 3:41 PM
4	Fix it myself if It does not require administrative privileges	11/13/2014 9:35 PM
5	not supposed to call them. I was told unless you can not operate your account. Use sparingly.	11/13/2014 4:04 PM
6	i only contacted IT a few times when i first started and that was for log in issues	11/13/2014 1:01 AM
7	N/A	11/13/2014 12:33 AM
8	Don't have any questions/issues	11/12/2014 2:31 PM
9	Haven't needed any help recently. Previously, when help was needed I would either wait to see if the issue cleared itself up or contact IT. Depending on the workflow would depend on how quickly a resolution is made.	11/11/2014 4:24 PM
10	Rude personnel	11/11/2014 2:01 PM
11	Figure it out myself. Saves time	11/10/2014 10:53 PM
12	Most of the time I am not in need of assistance.	11/10/2014 9:48 PM
13	I do but it is less than 1 time per month.	11/10/2014 3:47 PM
14	No need	11/10/2014 2:04 PM
15	Most issues can be resolved either by user, or by a quick call to Leslie. If it goes beyond being a minor issue, it is passed to IT for their technical expertise.	11/10/2014 1:20 PM
16	Because we have been told not to contact the IT department.	11/10/2014 1:06 PM
17	They seem put out when asked questions.	11/10/2014 12:57 PM
18	My office is located in the Energy Resources Operations Center and normally contact Matt Proctor (inhouse) with IT issues due to him being more accessible.	11/10/2014 12:55 PM
19	Once in a while, but when I do it is almost always an emergency dealing with Mayor/Council	11/10/2014 12:54 PM
20	don't always know who to call. If calling IT it is because I've tried everything I know. Don't like calling help desk and have to leave a message.	11/10/2014 11:02 AM
21	Seek assistance from those in my department with more technical skills than myself for assistance before going to IT	11/9/2014 11:41 AM
22	I may request help twice a year.	11/7/2014 7:42 PM
23	I do request; it does not average once a month	11/6/2014 4:32 PM
24	Sometimes, I am unable to reach someone by phone, I go to our department superuser that is familiar with applications to troubleshoot the problem. Sometimes we can work things out other times we have to wait for IT to call us back.	11/6/2014 8:29 AM
25	Don't work my schedule or they email me with a response, so we play tag until the problem is resolved unless I show up to work two hours early or on my day off.	11/5/2014 7:15 PM
26	Try to figure issue out myself.	11/5/2014 3:58 PM

City of Rocky Mount IT Department Satisfaction Survey

27	N / A	11/5/2014 2:06 PM
28	When I have requested IT help, it has been for office applications or help in setting up display screens around the Imperial Centre. IT was not directly involved with the "turn-key" system in the Planetarium when it was installed in 2005-2006. I would very much welcome IT participation and support when a new system is purchased. Please note that such support would be limited to routine hardware servicing, such as cmos battery replacement, backing-up of hard drives, etc. Basically, things that I would be asked to do onsite by the vendor, and not items covered under any maintenance agreement with the vendor.	11/5/2014 11:02 AM
29	most of the time we are told what to do on the phone. I feel like I can handle it my self if i keep trying push buttons. When i need help, I dont need to be told what to do on the phone. I feel like if i have to do it, I should get there paid for it.	11/5/2014 10:23 AM
30	I usually try to solve the problem myself.	11/5/2014 10:06 AM
31	I've only had one routine problem.	11/5/2014 9:27 AM
32	I request IT's help but not often as 1 to 4 times per month.	11/5/2014 9:23 AM
33	NO OPINION	11/4/2014 3:30 PM
34	Try to figure the problem out myself...calling is a last resort	11/4/2014 10:29 AM
35	We will use local people in the department that are familiar with the software and can respond much quicker.	11/3/2014 3:03 PM
36	Time	11/3/2014 2:45 PM
37	Printers	11/3/2014 10:58 AM
38	Why call IT if all you're going to get is shut down and reboot. Most of the time it can be figured out, IT is only called because they have to change something or update something.	11/3/2014 9:31 AM
39	n/a	11/3/2014 9:22 AM
40	If it seems basic, I ask other colleagues in the department, because I need immediate assistance and they are more cheerful about helping me.	11/3/2014 9:02 AM
41	Probably only request help 3-4 times per year	11/3/2014 8:40 AM
42	Only request 2 to 3 times a year.	11/3/2014 7:51 AM
43	Not allowed have to go to a supervisor	11/2/2014 7:18 PM
44	For most issues, IT help entails Googling for the answer; I'm capable of doing that myself.	11/2/2014 11:22 AM
45	I will contact It when I have a issue	11/1/2014 11:05 PM
46	Not needed or has to be requested through supervisor.	11/1/2014 4:07 PM
47	If I can locate a fix on internet I do not use IT. Why? lack of staffing, they appear too busy to help fix problem, etc.	11/1/2014 10:06 AM
48	Very rarely do I contact IT for help.	10/31/2014 8:50 PM
49	unable to log on, printer issues, not able to use a program	10/31/2014 6:48 PM
50	Usually have co workers that can answer questions and help fix problems	10/31/2014 6:37 PM

Q17 On average, when I call the IT Department, my call is answered in _____ rings.

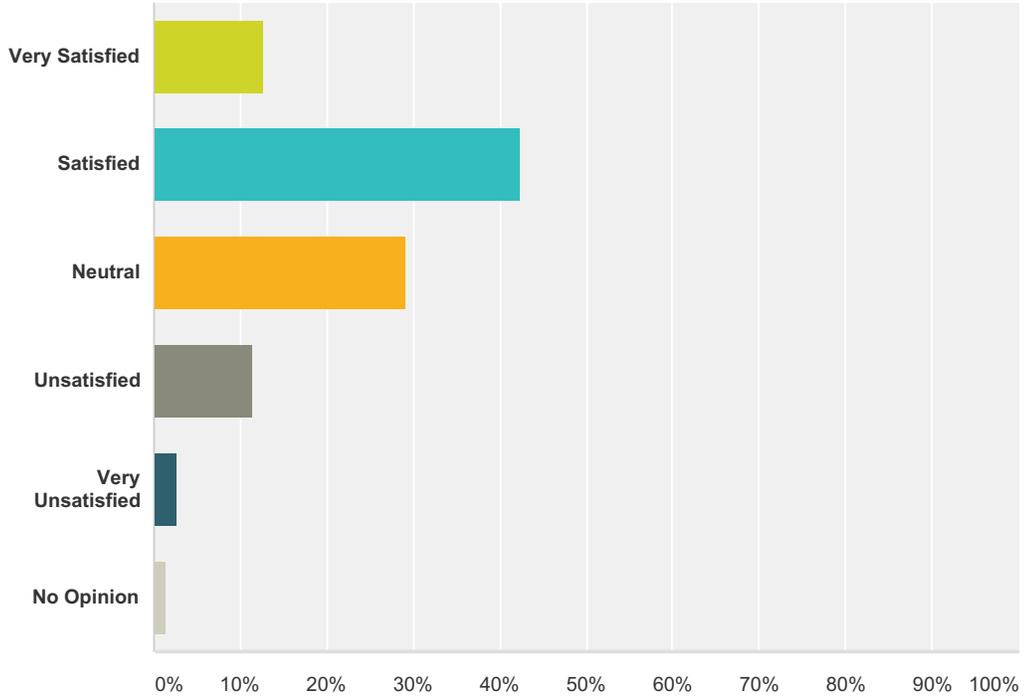
Answered: 199 Skipped: 31



Answer Choices	Responses
1-2 rings	30.15% 60
3-4 rings	50.25% 100
5-7 rings	9.05% 18
8 or more rings	10.55% 21
Total	199

Q18 Please rate your satisfaction with technical resolutions offered by the IT Department.

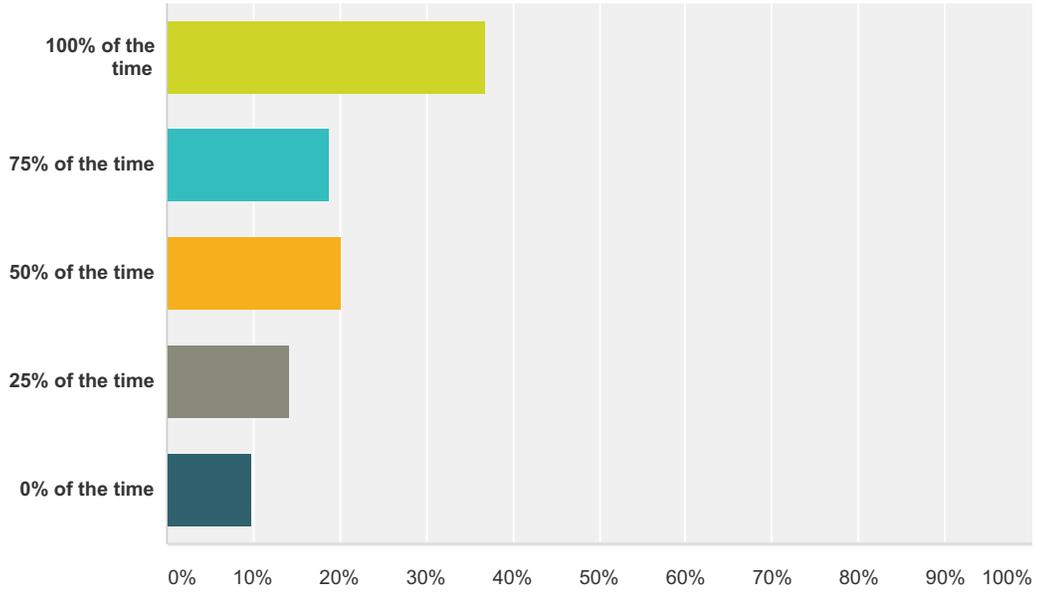
Answered: 219 Skipped: 11



Answer Choices	Responses
Very Satisfied	12.79% 28
Satisfied	42.47% 93
Neutral	29.22% 64
Unsatisfied	11.42% 25
Very Unsatisfied	2.74% 6
No Opinion	1.37% 3
Total	219

Q19 When a technical issue is resolved, how often do you receive personal notification (email, telephone call, etc) to verify the solution is working? (please estimate)

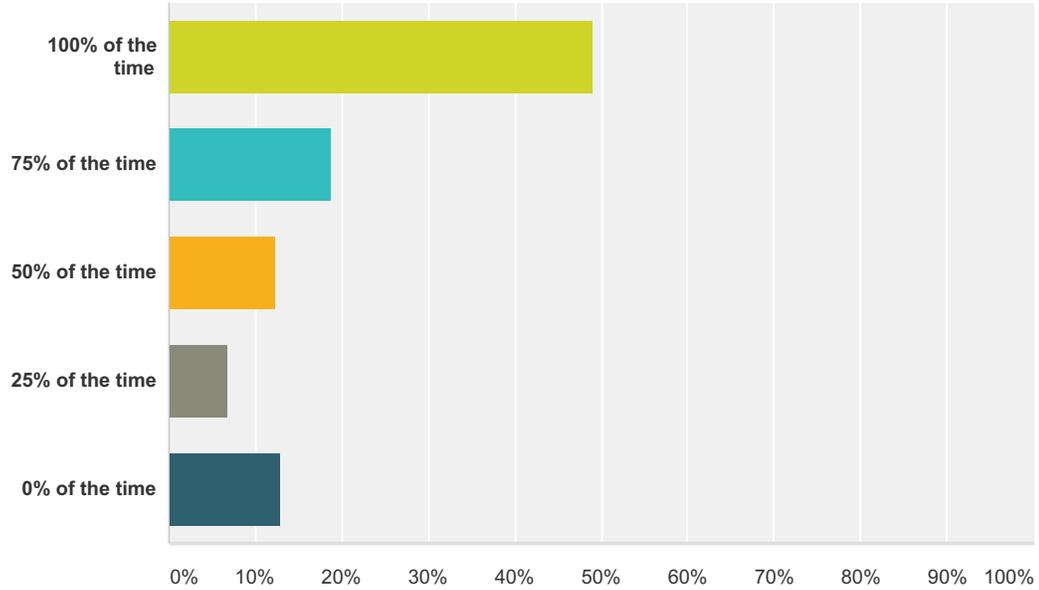
Answered: 203 Skipped: 27



Answer Choices	Responses	Count
100% of the time	36.95%	75
75% of the time	18.72%	38
50% of the time	20.20%	41
25% of the time	14.29%	29
0% of the time	9.85%	20
Total		203

Q20 How often do you receive notifications of "Planned Outages" or "Scheduled System Down-time" on a regular basis?

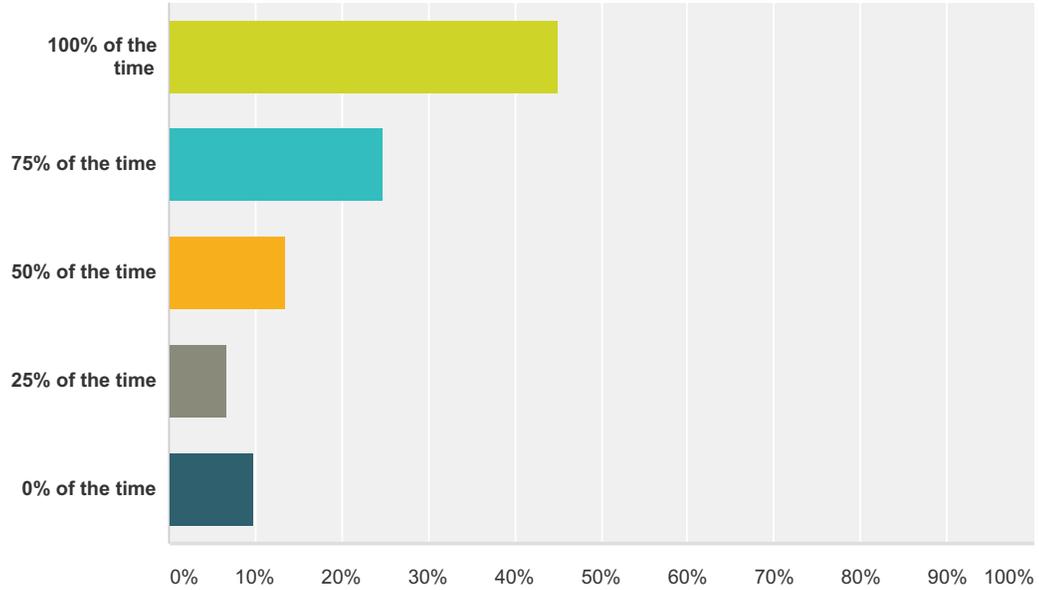
Answered: 202 Skipped: 28



Answer Choices	Responses	
100% of the time	49.01%	99
75% of the time	18.81%	38
50% of the time	12.38%	25
25% of the time	6.93%	14
0% of the time	12.87%	26
Total		202

Q21 How often is the lead time for "Planned Outages" or "Scheduled System Down-time" sufficient?

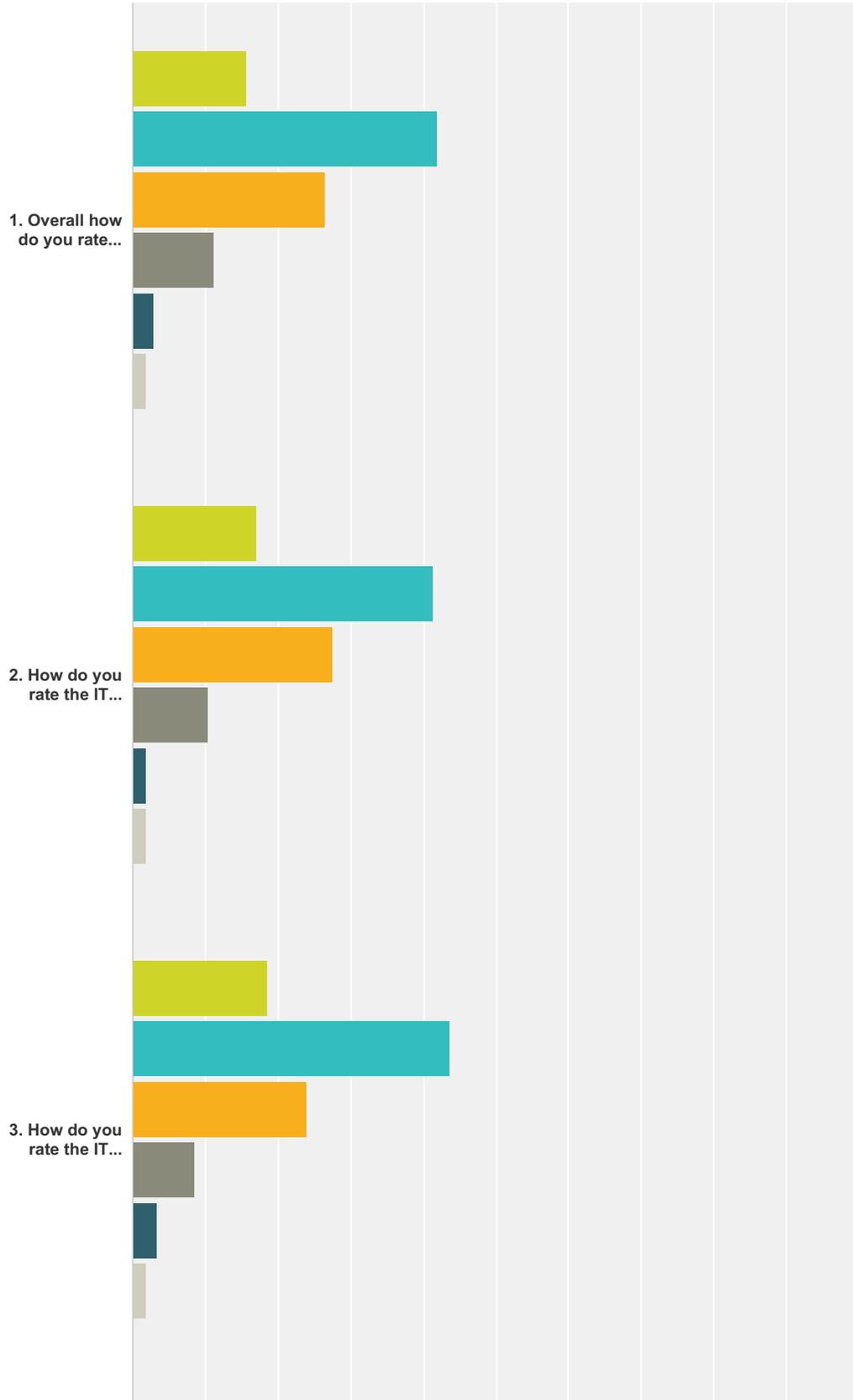
Answered: 193 Skipped: 37



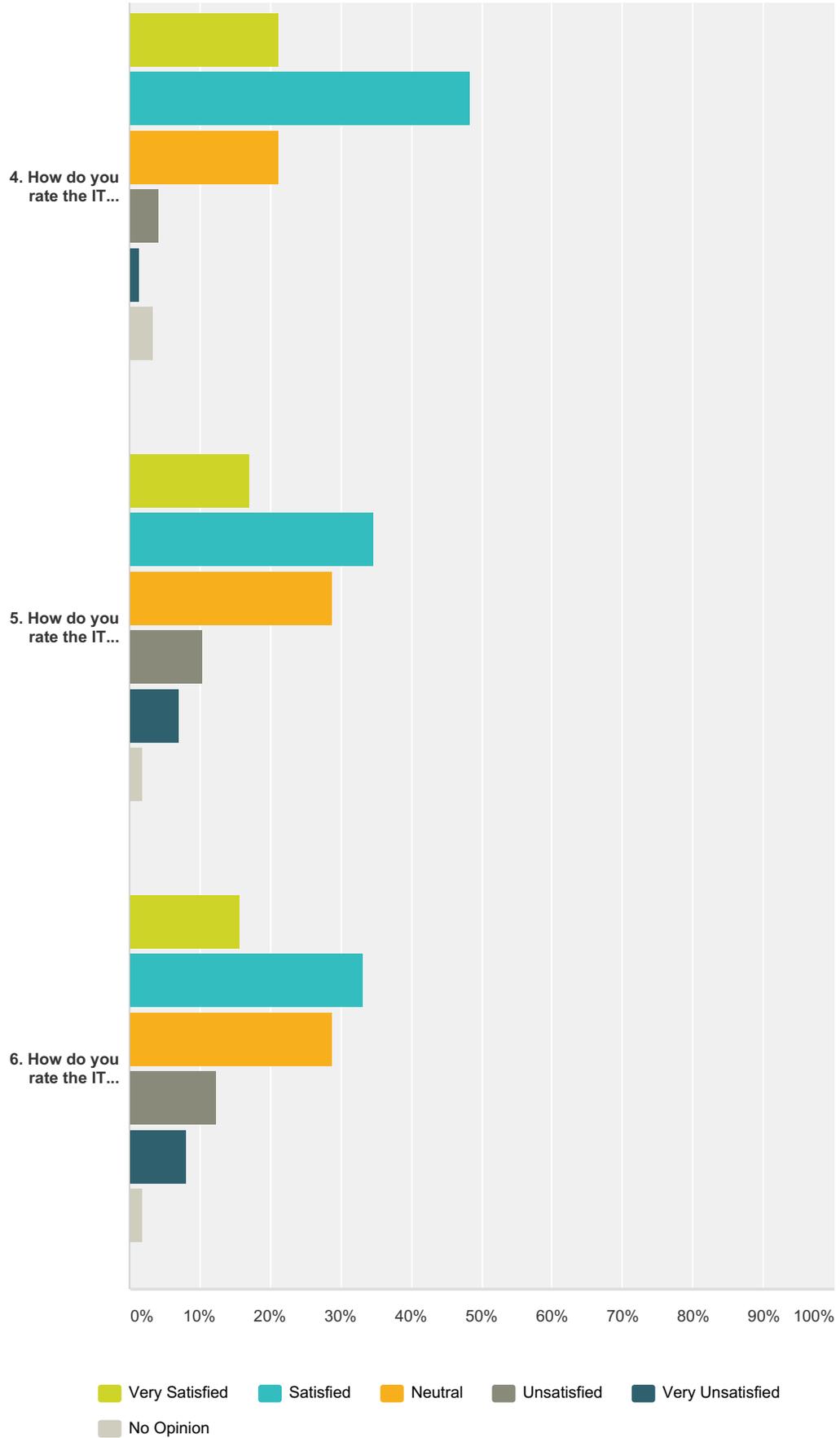
Answer Choices	Responses
100% of the time	45.08% 87
75% of the time	24.87% 48
50% of the time	13.47% 26
25% of the time	6.74% 13
0% of the time	9.84% 19
Total	193

Q22 Please rate your overall satisfaction with Rocky Mount's IT Department.

Answered: 212 Skipped: 18



City of Rocky Mount IT Department Satisfaction Survey



City of Rocky Mount IT Department Satisfaction Survey

	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied	No Opinion	Total
1. Overall how do you rate Rocky Mount's IT Department?	15.57% 33	41.98% 89	26.42% 56	11.32% 24	2.83% 6	1.89% 4	212
2. How do you rate the IT Department's responsiveness?	17.06% 36	41.23% 87	27.49% 58	10.43% 22	1.90% 4	1.90% 4	211
3. How do you rate the IT Department's helpfulness?	18.66% 39	43.54% 91	23.92% 50	8.61% 18	3.35% 7	1.91% 4	209
4. How do you rate the IT Department's knowledge base?	21.33% 45	48.34% 102	21.33% 45	4.27% 9	1.42% 3	3.32% 7	211
5. How do you rate the IT Department's courteousness?	17.06% 36	34.60% 73	28.91% 61	10.43% 22	7.11% 15	1.90% 4	211
6. How do you rate the IT Department's communication skills?	15.64% 33	33.18% 70	28.91% 61	12.32% 26	8.06% 17	1.90% 4	211

City of Rocky Mount IT Department Satisfaction Survey

Q23 Please offer any additional comments about Rocky Mount's IT Department in the space below.

Answered: 56 Skipped: 174

#	Responses	Date
1	My experience is that the level of communications and assistance depends on who I have made contact with for assistance.	11/25/2014 9:06 AM
2	If we have a Munis issue we have to put in a call to Munis for it.	11/20/2014 4:09 PM
3	It is a wonderful place to work. I have always gotten a tremendous amount of support from the group.	11/20/2014 11:24 AM
4	Dissatisfied with not being able to actually talk to an IT person. Leslie and Travis are great and are very helpful, but if you need other assistance, forget it.	11/18/2014 5:03 PM
5	The IT department isn't totally bad, but there are moments when the service is very "Lacking" in customer service, FOCUS principles, and the ideal that they are too busy to assist. That may be so, but it is not at the fault of the individual calling.	11/17/2014 4:22 PM
6	When I have had an issue in past they have always have been professional and helpful. Usually a quick fix or update that they have to perform.	11/13/2014 4:06 PM
7	They are very professional and always seem willing to help correct any problems that I maybe having.	11/13/2014 12:34 AM
8	The whole problem with the IT Dept is very obvious to me and that is there is simply not enough staff to handle the amount of workload that is required of a city work force of 900+. I appreciate the job done, but we are way behind as a City because of budgetary and staffing shortfalls. The Fire Department was promised over a year ago that they would have Wi-Fi in all stations. We purchased the modems and equipment and we still have not had them installed. In a world of technology and when the equipment is already purchased, you would think that this would be low hanging fruit that would be easy to do quickly. This would probably shed a little better opinion on the IT department since it was advertised to our crews that it would be completed by the end of June 2014. Again...probably due to not enough staff. I certainly appreciate the work and the workload that you all have to deal so it is understood when things do not move as quickly as we all prefer.	11/12/2014 9:08 PM
9	Communication is key. Making employees aware of outages and downtime when it is first discovered will decrease calls made to the IT Department so that resolutions can be made. The other week the website was down and we weren't advised until a customer asked. At that moment a call was made to IT and that is how we were made aware.	11/11/2014 4:30 PM
10	There is a split in this department. There are several who exhibits excellent customer service and several others who do not. This could be due to the need for additional manpower.	11/11/2014 9:41 AM
11	I think they do an exceptional job, are courteous, responsive, and do what they can do to solve any issues to the best of their abilities.	11/11/2014 9:33 AM
12	On shift we receive notification that a program is down once it is already down. No warning at all.	11/11/2014 1:37 AM
13	Overall, I think the IT Department could provide adequate information to the staff when needed. Often times the Help Desk is unavailable when you call and once you get someone at the Help Desk there often isn't a solution of resolve to the problem.	11/10/2014 3:36 PM
14	They do a good job.	11/10/2014 2:10 PM
15	There are some employees in the IT department that are very helpful, courteous and really try to do all they can to resolve IT issues. However, there are some that do not.	11/10/2014 2:04 PM
16	The dissatisfaction in reponses and courteousness is not with the entire IT Department, it is with a certain staff member. He makes you feel inadequate and like you should not have called them. For that reason, we try not to contact them even when we have specific issues that we cannot handle. Being a little more sensitive to the employees that have limited technical knowledge would be a definite improvement.	11/10/2014 1:26 PM

City of Rocky Mount IT Department Satisfaction Survey

17	I believe that employees who need assistance should not be made to feel like they are bothering IT when asking assistance. I also don't believe that people should be talked down to. I pretty much feel there is no positive internal customer service when deal with IT. Outside of Leslie and Al, you pretty much don't want to call.	11/10/2014 1:24 PM
18	Would like to see equipment updates. Get our building on the city internet/wifi and cable.	11/10/2014 1:10 PM
19	employee directory is useless	11/10/2014 1:03 PM
20	Develop a help desk database.	11/10/2014 12:55 PM
21	I have "go to" people that I know will always be available to help. Unfortunately, it is unfair to them that they get the brunt of my issues. More staff needed to respond to needs of employees. If an IT person is out, there is no one else to help. This is detrimental to the day to day work in the city.	11/10/2014 11:05 AM
22	GREAT JOB	11/7/2014 10:56 AM
23	Although some of the IT staff is exceptional, there are non-responsive and discourteous staff that do not communicate well and that brings down the overall rating. Some staff project an attitude that they are doing you a favor, not their job. There seem to be no redundancies in IT. If someone is out of the office, no one else can step in and fill the void. In our division, we cross train so that there is no lapse in service if someone is out.	11/7/2014 9:52 AM
24	none at this time	11/6/2014 4:33 PM
25	None	11/6/2014 8:30 AM
26	Need to have a second shift	11/5/2014 7:17 PM
27	Everyone that has helped me, is always very courteous & prompt	11/5/2014 2:08 PM
28	I sometimes feel like they are in their own "little world" and it's an effort for them to truly help when I have a customer/citizen standing in front of me. I never feel sure that someone is going to quickly take care of whatever the issue is. Bryan is the exception...He's the only one I feel more able to depend on.	11/5/2014 11:58 AM
29	With allowed staffing and scheduling IT does a great job. Call out should be created to handle needed issues in a more responsive manner after regular work hours. Additional staffing is also needed to handle all the issues in a more timely manner.	11/5/2014 9:50 AM
30	It is difficult at times to get someone to answer the phone when I am in need of some assistance. I have not had any issues recently but in the past while on patrol, it was difficult to get the answers I would need.	11/5/2014 9:11 AM
31	I think the IT members should work as a team better. It always to be someone else's problem when you call for assistance. The staff should be more diverse to handle a variety of issues so that if someone is out of place the customer does not have to have an extensive wait to get something corrected. When you do get assistance from the IT Desk you get the impression that you have bothered that person or persons to ask him or her to do their job. The IT specialist at the Police Department is a great asset and he often goes out of his way to correct in-car and out of car issues for members of the police department.	11/5/2014 8:55 AM
32	1- Dennis Evans is very helpful with CAD and Firehouse related issues 2 - Historically, Fire Dept. employees have had negative experiences when using the Help Desk. 3 - Fire Station 6 has waited several months to have Wi-fi installed, with no results.	11/4/2014 2:49 PM
33	There is NO procedure that I am aware of that states who or how we are to notify when we have problems. Most users have found a "go to" person in IT that we go to when we have a problem. The "Help Desk" is referred to as the "No Help Desk" since that is what you get - no help! When I do contact Travis I get the feeling I am bothering him.	11/4/2014 2:39 PM
34	Need additional employees	11/4/2014 8:49 AM
35	Service is inconsistent, often times hard to contact the right person for the right application.	11/4/2014 7:03 AM
36	I wish there were more assistance when new mandatory software is rolled out.	11/3/2014 3:12 PM
37	Often times some IT personnel will not answer the phone but answer Google CHAT immediately. While this is a preferred method of communication by some IT personnel a phone conversation is necessary for some issues. Recommendation they be flexible.	11/3/2014 12:47 PM
38	Most of IT personnel can be very helpful and responsiveness can be on point, and other personnel can be repulsive and unpleasant to work with at times.	11/3/2014 9:46 AM
39	Some IT personnel are very helpful and courteous while others take their sweet time and can be obnoxious.	11/3/2014 9:39 AM

City of Rocky Mount IT Department Satisfaction Survey

40	It would save a lot of time and frustration if the problems we express are "heard". Sometimes IT doesn't listen even when we know what the problem is.	11/3/2014 9:33 AM
41	Microsoft Outlook would be a better....easier to send emails. More municipalities and state agencies we are associated with use Microsoft.	11/3/2014 9:25 AM
42	I know they are short on people but they on the ball with me.	11/3/2014 9:24 AM
43	I'm still the "new kid" and my experience thus far, has been great with IT. A big THANK YOU to both Travis and Leslie for their work with me over the past 9 months.	11/3/2014 9:11 AM
44	I receive excellent service from some employees in IS, and average to good service from others. My overall opinion is that IS is understaffed and needs the support from management to gain more staff.	11/3/2014 9:02 AM
45	In answering these questions from 2 perspectives. I deal with one individual more than others in IT because of my job with GIS (no it is not from the GIS position). I also have good response from others in IT and not good response from others Others in IT .	11/3/2014 7:43 AM
46	I get great assistance from Dale but I wish he wasn't a one-man show. Dennis is too involved with finance dept issues to be as responsive as we need him to be. Leslie does ok. Does AI spend more time working or smoking? Travis needs a job where he doesn't have to interact with humans.	11/2/2014 11:26 AM
47	Very good	11/1/2014 11:06 PM
48	Dennis Evans has been tremendously helpful when CAD stops dropping calls to Firehouse, both during business hours and after hours. Still waiting on WiFi at several fire stations.	11/1/2014 12:48 PM
49	Customer service training for staff may help some problems but understaffed IT department is most likely the root cause of the lack of satisfaction within this survey.	11/1/2014 10:09 AM
50	My experience with the IT group has improved significantly due to my due diligence to get things resolved (when I do not hear back; I visit them). I have seen the response time as well as the courtesy (which was not good initially -- evolve into a good level). As a new person; my experience initially was not good at all; but as I started to work with Travis and with Leslie (who has always been responsive); we have a good working relationship and I can now better appreciate their workload; because sometimes customers forget that they are NOT the only ones experiencing problems. I would like to see the entire department be able to help in their absence (I know that some can and that some can not). I do understand that their workload is massive and my issues may be minor to some that they have to resolve; overall, with more undated technology and with better training and equipment; I will be satisfied with the customer service level. MUNIS training is essential; if we are taught how to use the software; and if we are offered training on how to actually use the system as well as how to work on resolving minor issues that can be done at the user's level; I think it will be well received by the workforce. I do not wish to provide a negative view; because I like the Systems Group; and I know that with new Leadership will hopefully come improvement. I also would like to see us update our equipment (i.e. printers (all in one machinery) for areas that do massive coping, printing, etc. Our equipment is archaic in my opinion.	11/1/2014 8:55 AM
51	The Help Desk is very responsive and always ready to assist. There performance meets what is expected of a help desk. It is when you get to the specific softwares that require assistance of the designated analyst that the assistance issue becomes a problem. I have found that certain employees can get better resolution to issues than others. I associate that to the likeness of the person.	11/1/2014 7:52 AM
52	We use Mark Hatchel for our IT needs. He does a great job with what he has to work with. The main issue is the assortment of different laptops, printers, etc he has to work with. Needs to be the same equipment for him and us to get the best use out of it.	11/1/2014 4:31 AM
53	None at this time.	10/31/2014 8:51 PM
54	It department needs to bring back some type of roaming profiles. When we had these, it did not matter what station you went to, you could be productive. Now it takes you 2 to 4 hours to find all the programs you use and get them working again. Most of the time you have to call IT to get them to work. When you do you cannot connect to the printer so another issue has to be resolved before you can begin work.	10/31/2014 6:15 PM
55	It seems the IT staff is under staffed.	10/31/2014 5:22 PM
56	Most of my responses that can be considered negative are based on the fact that I don't believe that there are enough employees within the IT Department. My example of this is the fact that Firehouse is way, way, way, behind on being updated. I believe that Dennis does what he can, but his responsibilities with MUNIS and other financial software are more important. The Fire Department depends heavily on Firehouse and I would like to see it get the attention that we need it to.	10/31/2014 4:59 PM

2015

Appendix B: IT Governance

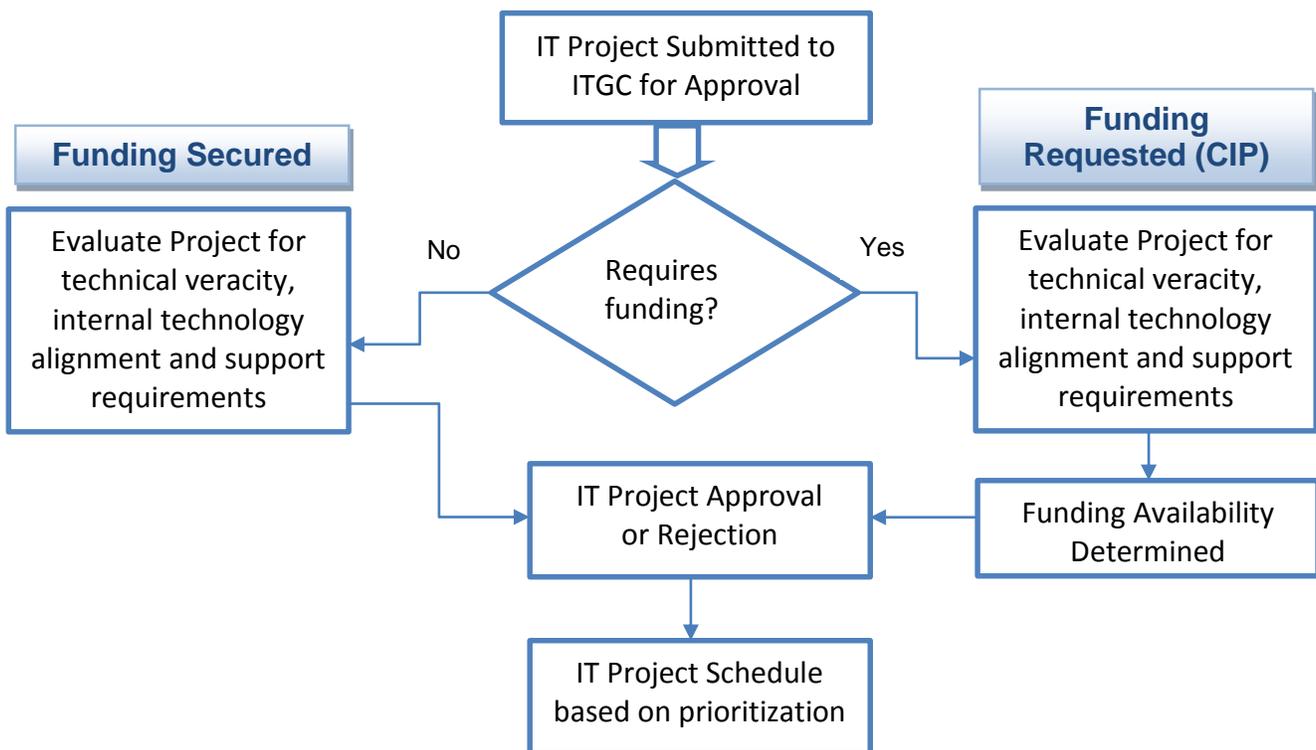
The IT Governance Council will coordinate all City of Rocky Mount IT projects through a managed process. At any given time, there are projects of various size and complexity levels being evaluated, planned, or worked on throughout the City. Different projects are at different stages of their lifecycle and require different levels of involvement from the various Information Technology (IT) and functional project team members.

Among the many benefits of coordinated project governance is the increased ability of Business Stakeholders, IT Staff, Project Managers, and Subject Matter Experts to monitor project progress and resources. Additionally, coordinated project governance provides management with a single, comprehensive list of projects requested and underway.

The proposed management processes involve:

1. Initial Request to IT Governance Council (ITGC) for IT Project Approval
2. Technical review by Technical Subcommittee, including resource and support requirements
3. ITGC review and approval of project for Goal Alignment based on City priorities
 - a. Determination of funding availability, if requested without funding source
4. Allocation of IT Project within Project Schedule, based on prioritization ranking

The following diagram outlines the IT Project Approval Process.



Project Classification/Criteria

The project classification approach focuses on gauging project complexity and impact to ensure the appropriate levels of review and stakeholder involvement are undertaken. Under this methodology, a project charter must be submitted, approved and assessed for funding availability if it meets one or more of the following criteria:

IT Project Investment Criteria
<ul style="list-style-type: none"> The project's development schedule, consisting of the analysis, design, programming, testing and integration components, is estimated to exceed 4 calendar months.
<ul style="list-style-type: none"> The total project cost is estimated to exceed \$10,000. If the system is being built in-house, this would include labor hours.
<ul style="list-style-type: none"> The proposed solution will consist of installation of or expansion of software, voice, video networks facilities or services other than those routinely acquired through the Information Technology (IT) Department.
<ul style="list-style-type: none"> The project will consist of the development, acquisition or installation of technologies not currently supported by the IT Department. The proposed solution could be enterprise in nature or consist of the development and/or purchase of a system that involves more than one department.
<ul style="list-style-type: none"> Projects that may not rise to these criteria but are mission critical to a particular department may still be submitted as an IT Project request.

The final approved Project Charter will require both Stakeholder and IT approval.

Project Prioritization and Management

To guide the allocation of resources, a prioritization process is utilized for all information technology project requests. Understanding the factors utilized at this level of prioritization will assist City staff in understanding the rationale for determining how and why resources are assigned to specific projects. By definition, higher priority projects will receive higher levels of resources (time, staff, and finances).

A certain amount of flexibility will always be a component of the project prioritization process. Management must be able to adjust the process when necessary to achieve critical outcomes. However, routine use of basic guidelines will help members understand the evaluation process by which projects are prioritized.

Factors that are considered when prioritizing projects include:	Weight (%)	Score (1-10)	Total (score * weight)
1. Statutory Compliance	15%		
2. Citizen Service Improvements	20%		
3. Positive Financial Impact: Cost Savings/Revenue Generation	25%		
4. Alignment with Comprehensive Plan or Council Goals	10%		
5. Internal Service Improvements	20%		
6. Enterprise Scope	10%		
Total	100%		

Description of Factors:

1. Statutory Compliance:

15%

Statutory Compliance is meant to provide priority to projects that are mandated by state, local or federal statute. This does not cover process improvements for functions that are mandated by law or replacement of systems which have a viable alternative. Credit for process improvements is afforded in other sections of the scoring model.

Weight: A 10 (10 being the highest) in this area would be appropriate if the Project is mandated by a new law, and it must take place in the current year of the submission. If it is mandate to take place in year 3, it might score a five. If it is not mandated at all, it might score a 0. A system which supports compliance that has reached end of life or must be replaced will be considered the same as a new law and afforded a score of 10.

2. Citizen Service Improvement:

20%

Any project that provides our citizens with a new service or way to transact business with the City is considered a Citizen Service Improvement. If the service currently exists and the Project represents significant improvements, it will be weighted the same as a new service.

Weight: Improvements such as creating a new web application for citizens to conduct business with the City might score a 10. A significant improvement in to an existing application might score a 7. A process improvement for a department may only score a 5. If the IT Project is externally focused but improves on a process, it may score a 3.

3. Positive Financial Impact

25%

This is as much determined by the financial impact as it is by the ability to realize that impact within a specified period of time. A project that creates revenue or saves money on a new or existing process is considered to have positive financial impact.

Weight: A new revenue source that also provides citizens a convenience, such as online tax bill payment, might score a 10. A change to an existing business process which results in a cost savings might score an 8. ROI and time required to recover the investment is an important aspect of this area. If a payback of less than 12 months is planned, it may score a 10. A payback time of 2 years would score a 5, and no anticipated payback period may score a 0. Cost avoidance (if quantifiable) shall be considered the same as a new revenue source, for purposes of this scoring and calculation of ROI.

4. Alignment with Comprehensive Plan or Council Goals:

10%

The ideal score would be for an IT Project submission to have a significant impact in an area defined as a City Council Strategic Goal or City Manager's identified priority.

Weight: If the project can be demonstrated to meet one Council objective, it would score a 5. If it meets 2 or more, it will score a 10. If the project is aimed at meeting a new statute, but is not driven by any City goal, it would score a 0.

5. Internal Service Improvements:**20%**

A project that applies new technologies to existing processes often yields dramatic, quantifiable internal improvements.

Weight: Improvements such as standing up a new help desk, automating forms, or implementing a new system, *especially when it streamlines operations between business units*, in this example it might score a 10. An improvement in process in just one business unit might score a 7. A process improvement within a workgroup may only score a 5. If the TIP is by nature externally focused but improves on a process, it may score a 3.

6. Enterprise Scope:**10%**

An enterprise systems is one which fills a business need as a standard solution in the City and one for which no other solution will be offered. The scope of the enterprise system is measured by how many departments, customers and employees use the system. In all cases, the enterprise system represents the only solution offered.

Weight: If the scope of the enterprise system is fewer than 5 departments, up to 4 points may be awarded. If more than 10 departments are in scope, up to 10 points may be awarded. For a department to be in scope, the business need must exist, even if there is no funding to support the implementation. If the system is not enterprise in nature, no points are awarded.

In addition to the above objective measures, the ITGC may introduce subjective measures into the decision over project approval. The IT Department, City Council, and City Management will provide “alignment factors” for the ITGC to consider which may include:

- If any division or department exceeds 60% of the approved projects, it would require approval by the leadership team.
- Determine Max % of spend per technology edge (trailing, leading, bleeding). We do not want to invest in trailing technologies.
- Any project not started in the fiscal year in which it was approved, or has had a change in scope is subject to review.
- The goal would be to reduce the project backlog and ensure IT expenditures are invested rather than sitting idle.

Finally, the ITGC may “force rank” alignments given the dynamic environment in which the City operates. A project’s priority can change over the lifetime of the project. The ITGC will be advised of any major changes in project status that affect the portfolio.

2015

Appendix C: Service Level Agreement Templates

Draft

**Information Technology
Service Level Agreement Template**

Section One: Introduction to the SLA Process

Purpose of the Service Level Agreement

The Service Level Agreement (SLA) identifies the services that Information Technology (IT) provides for an application system to insure that it is reliable, secure, and available to meet the needs of the business it supports. It is a working commitment between the application system owners (business units) and the information technology infrastructure areas that support their systems. The SLA identifies customer expectations and defines the boundaries of the application's physical environment.

SLA Structure

The SLA template consists of three sections. The following list identifies a brief description of each section:

Section One – Introduction: Provides an introduction to the overall document. The SLA purpose, roles, definition of terms, and completion process is defined.

Section Two – Standard IT Service Levels: Defines IT's standard system availability and service levels of application availability and support for production systems.

Section Three – Application-Specific Service Levels: This section consists of a template that includes all the dimensions of the system that should be negotiated as part of the SLA. The template should be written with a collaborative perspective representing both the business and technology needs of the application. The business unit needs should be associated with the hardware requirements and technology costs to facilitate a workable and reasonable solution to support an application.

SLA Process Flow

Who prepares the SLA?

The System Owner negotiates the SLA in conjunction with the Project Manager and other appropriate staff who will be supporting the application when it is placed into production status. It is important to identify the infrastructure roles needed to support an application early in the development process or the initiation of any new application system to ensure that they are included in the entire SLA process.

When is the SLA prepared?

An initial draft SLA should be defined early in the development life cycle of a system, or in the evaluation process (Request for Proposal) of a package selection, even though not all the information needed for a complete SLA may be known at that time. This will allow the terms of the SLA to be tested and revised if needed before actual implementation of a production system and costs to be identified to support the application. The SLA must be finalized before the application is placed into production status. This process is not complete until the signature page has been approved and signed by all involved parties.

A copy of approved SLA's will be distributed to the Production Control area for storage purposes. It is the responsibility of the Project Manager to distribute a signed copy of the completed SLA to Production Control Administration staff.

SLA Review Process

The SLA will be reviewed regularly and revised, as business needs change. The SLA needs to be revised when there are changes to the application or supporting hardware/software that will significantly impact the previously agreed upon SLA. Approval signatures must be secured prior to the proposed change being placed in production status. The individual knowledgeable about the impact of a change is responsible for initiating the revision of the SLA.

Communication of Completed SLA

When the SLA is finalized the System Owner is responsible for communicating the contents to the end users. This might typically be done during end-user training, initial rollout, or in other communication efforts.

Representatives from the areas providing service and support should make a copy of the SLA available to appropriate staff in their areas.

Execution of SLA

The agreements identified in the SLA will be monitored and managed by the IT areas – Information Technology Administrative Applications (ITAA), Information Technology Computing Services (ITCS), Information Technology Telecommunications (ITT). Reports indicating application availability, performance, and problem occurrence will be produced. As the IT organization continues to change, the process, procedures and the responsibility for implementation and management of Service Level Agreements will

become more defined. The IT organization is committed to working in collaboration with client areas on this effort.

Service Level Agreement Roles

The roles necessary to support the implementation and management process of the SLA are defined below. These roles may change as the organization and processes evolve.

Departmental Computing Manager (DCM):

It is the responsibility of the DCM to review the SLA for a given application and verify that the services provided meet the areas business needs. The DCM's role in the SLA process also ensures that all appropriate areas are informed and involved as needed.

Central Help Desk:

The Central Help Desk will assure the area can provide the level of support requested.

Production Control Administration Staff:

The PCA area will assure that the application can be supported and managed by the staff and appropriate procedures are in place when problems and issues arise.

Project Manager/Group Leader:

The Project Manager/Group Leader will work together with system owner to define the service level needs and requirements. These requirements must consider security, backup, business continuation and performance expectations that can be supported by the operational areas. The Project Manager/Group Leader will assure the resources needed to provide the support required can be provided.

System Owner:

The system owner will make sure the application and level of service required meets the needs of the application.

Definitions

Application Software:

Any software that provides a user interface or runs as a direct result of a user request, that delivers information or data to satisfy business requirements. (Examples: Ariba, InPower, FMIS, Outlook)

Application System:

The end-to-end delivery of information and data, including all computerized processes and the hardware and software that are needed to satisfy business requirements (Examples: Procurement, HRIS).

Cold Backup for Data:

The database is shut down and ALL data, log, and control files are backed up. This is in contrast with a hot backup where the backup occurs when the database or application is available for use.

Development Life Cycle:

A logical process by which information systems and computer applications are built to solve business problems and needs.

Full backup:

A complete backup of the operating system, application software, and associated data.

Hardware:

Any physical component on which any part of an application system runs, including computers, peripheral devices, and networking components. (Examples, the IBM ES2003-125 mainframe, HP 9000, NT, and Compaq servers, workstations, CICS Routers, printers)

Hot Backup for Data:

Hot backup can be either per machine or database. It is a backup that occurs when the machine or database is available for use. This is in contrast with a cold backup where the backup occurs when the machine or database is not in use.

Infrastructure Services:

Services that are performed by the group of individuals in Information Technology and departmental computing areas who are responsible for supporting some aspect of computing services. In Information Technology, the areas supporting a service are usually specialized (i.e., UNIX System Administration, Database Administration).

Mission Critical Core Application Systems:

The designated mission critical core application systems are:

- Student systems necessary to admit students, award aid, assess fees, create and modify events and schedules, hold classes, and produce grade reports.
- Payroll systems necessary to process the regular biweekly and monthly payrolls.
- Accounting systems necessary to pay vendors.

All of the administrative application owners determine the mission critical applications. The only difference in mission critical systems and other applications is the time to recover and make the application operational again. For mission critical systems the goal is to have these applications operational in 48 hours. All non-mission critical applications will be operational as soon as possible after a major disaster. The Security Policies located at <http://www.purdue.edu/bscompt/AdminComp/Welcome.html> describe the policies that specifically relate to Data Criticality and address the systems design, contingency planning, and the back-up, archival storage, and disposal of data.

Monitoring:

Anything that collects information about the operation of components of an application system. Includes monitoring a specific activity to ensure completion of the activity as well as collecting information over time to provide information about the use of hardware/software components.

Open Systems Environment:

A computing environment characterized by the use of multiple hardware and server platforms to perform distributed computing services.

Production Certification:

A process to certify the application can be managed and run by the operational and Production Control staff. Appropriate documentation and procedures are available to manage all possible situations in case an application fails. The certification process is documented at <http://www.purdue.edu/bscompt/bsprodenv/Welcome.html>.

Production Status:

Any system that is being used by clients for administrative purposes and has been formally certified for production status as a result of the Production Certification process.

Production Servers:

Any server (UNIX, NT, Novell, Mainframe) that houses a system that is considered to be in production status.

Service Providers:

Staff who provide some service that supports the computing needs of an application system (e.g., UNIX System Administration is responsible for providing the hardware and operating systems that support systems with applications running on UNIX). Provision of service is not limited to Information Technology. Some application support services are provided by system owners, end users, and departmental computing support activities.

Security:

The physical standards, policies, and procedures that are used to protect applications and data from destruction or unauthorized access.

Security Administration:

Security Administration is responsible for understanding, documenting, implementing, and sharing information on the components of the security architecture for administrative computing.

Software:

Any software required to operate or maintain an application system, including hardware operating systems, device drivers, utilities, tools, batch jobs, vendor software, custom application code, etc.

Section Two: Standard IT Service Levels

Availability of Applications

Schedule

The IT Computing Services standard is to provide all production application systems seven days a week 24 hours a day except for scheduled maintenance and for full backups. Mainframe CICS production systems are available every scheduled workday from 7:30 a.m. to 5:30 p.m. Monday through Friday, and 9:00 a.m. to 4:00 p.m. on Saturday. Tasks such as preventive maintenance, backups, and upgrades that would cause a system to be unavailable are not scheduled during these times. Any production availability needs that occur outside of this standard schedule must be defined within “Application-Specific Service Levels” in Section Three of this SLA.

Clients may request extended hours of availability, such as during delayed registration, Gala Week, residence halls check out, and budget processing. Each request must be submitted in writing a minimum of 24 hours in advance of need to their appropriate IT Administrative Applications Project Manager or Group Leader. It is the responsibility of each Project Manager or Group Leader to communicate the requested needs to all IT Computing Services staff who have a need to know. Each request will be analyzed by the IT areas and either approved or denied based upon system load and or availability risk to other systems.

Preventative Maintenance and Scheduled Application Unavailability

Preventative maintenance for production servers is scheduled in advance, and is not scheduled during the availability hours listed above. When maintenance is needed, this will normally be announced the Monday of the week that the maintenance will occur. Routine maintenance will be scheduled in advance to provide as much notice as possible to the client areas. The “System Availability Calendar” at <http://www.itap.purdue.edu/about/units/infrastructure/> which documents all of the known scheduled downtime to assist clients in determining when a particular application will be unavailable. Backup schedules are addressed in the “Backup and Recovery” section of this document and are also referenced on the web calendar. Maintenance activities may be scheduled from 5:30 p.m. to 8:30 p.m. Monday thru Thursday. Major changes that require more than three hours of downtime will generally be scheduled to occur during the weekend. These downtimes are coordinated with all of the administrative areas to assure no major business activities are impacted. The standard communication method is to contact the technical areas and key administrative staff who have been identified to address these issues. The individuals contacted are responsible for notifying appropriate staff, communicating the impact of the situation, and the expected length of outage.

Non-Scheduled Downtime

Non-scheduled downtime is a result of an unforeseen system or application problem. All affected applications will be taken out of service until the problem is resolved. The standard communication method will be used to contact the technical areas and key administrative staff as above.

Support Levels

IT's data center is staffed at varying levels throughout the week, as follows:

1. **Prime Time Service** is provided Monday through Friday from 8:00 a.m. to 5:00 p.m. IT staff are onsite and available to provide assistance in resolving reported problems.
2. **Limited Service** is provided Monday through Thursday from 5:00 p.m. to 8:00 a.m. the following morning, and Friday from 5:00 p.m. through Saturday 9:00 p.m. On-site operational staff is available to assure that processing requirements are completed as scheduled. IT staff are on call to address production problems.
3. **Unattended Operations** is provided from 9:00 p.m. Saturday through 8:00 a.m. Monday. IT is not staffed during this time. If a production server becomes inoperable, on-call staff will be automatically paged, and IT's commitment is to have the problem corrected before prime time service commences at 8:00 a.m. on Monday. Other non-production server or application problems will be addressed during the next prime time service period.
4. **Central Help Desk Phone Coverage** is provided from 8:00 a.m. on the first day of the workweek through 9:00 p.m. Saturday evening. During this continuous period, front line support staff is available by phone to provide assistance. The Help Desk phone number is 49-44000, and requests for service may also be submitted via e-mail to miaacchd@purdue.edu.

Front line support staff is available to address the following problems:

- Password resets
- Resolve some types of mainframe printing issues
- Unlock records in mainframe CICS systems
- Halt Brio queries and reset passwords for data warehouse databases.

Other types of questions and problems will be referred by the help desk to appropriate staff within IT and business areas.

Reliability Objectives

Reliability is the percentage of time an application is actually available during a scheduled period of time. In a distributed computing environment, all of the relevant components (server machines, databases, networks, workstations, etc.) must be functioning correctly for the entire application to be fully available. The annual objective for application availability during Prime Time Service is 99%, and 97% during Limited Service.

Each business area will establish the specific monitoring statistics needed for applications. For example for the Student Services area, SIQ, SIS, and SSINFO may have different service level expectations and if they do, they will be monitored separately.

<u>By Application</u>	<u>Component</u>	<u>Prime Time Service</u>	<u>Limited Service</u>
SIQ	Application	93%	98%
SIQ	Database	95%	99%
SIQ	Server	93%	98%
SIQ	Network	94%	97%
SSINFO	Application	93%	98%
SSINFO	Database	95%	99%
SSINFO	Server	93%	98%
SSINFO	Network	94%	97%

Security

All operating system services such as mail, FTP, etc. on all servers except those required have been disabled. Access security is facilitated through logons and passwords at the operating system and application levels.

For all production servers where applications may reside, security scans will be run at regular intervals. This is to ensure any commonly known vulnerability is addressed to increase the security of the system. IT Security Administration should be involved in new development and changes to production applications to ensure proper protection of the application and help identify any specific security needs.

Problem Reporting and Resolution

To be determined.

Performance

Application performance involves many variables such as the traffic on the networks and subnets, workstation capacity, and the type of request being processed. For web or

remotely accessed applications, modem speeds, Internet Service Providers, and external communication lines all have an impact on application performance. Since these items are not supported directly by IT, no guarantees can be made for performance levels for such distributed applications. Activities and systems within our span of control are constantly monitored for performance. Application performance can be measured if the application has designed the hooks necessary to allow for monitoring. Benchmarks and standard performance expectations will be established for applications running on workstations connected to the Purdue network since all of the components are supported or can be managed by the information technology areas within the University.

Backup and Recovery

Data backups are performed on a routine basis. The purpose of these backups is to be able to recover data in case of hardware or software failure. The time required to recover data depends on the specific nature of the problem.

- **UNIX:** Full backups, exclusive of databases, are run daily. An Oracle hot backup of production databases is run daily. The tapes for these daily backups are moved offsite at the end of the month and kept for two months.

Full backups are scheduled weekly. This backup is run with the database instances shut down. The tapes for these weekly backups are moved offsite every week and stored for two weeks.

On the last full working week of a month, a full backup is scheduled for all development, QA, training, and production servers. This backup is run with the database instances shut down. The tapes for the monthly backups are moved offsite and stored for 11 months.

- **NT:** Full backups are taken at 4:30 p.m. each Saturday. The full backup taken on the last Saturday of the month is kept for 12 months. Full backups other than the last Saturday of the month are kept for three weeks. NT incremental backups of all systems and applications data are run every other day at 3:00 a.m. other than when the weekly/monthly backup is run. These tapes are rotated through three sets of daily backup tapes on a monthly basis.
- **Novell:** Incremental backups are taken daily with a full backup beginning at 9:00 p.m. each Friday. The weekly full backups are retained seven weeks.
- **Mainframe:** A complete backup is done weekly and stored offsite. Three weeks of backups are retained. Incremental updates and transactions are backed up by applications on a daily basis, with mission critical data stored offsite daily.

Business Recovery/Continuation

Business recovery provides the service necessary to recover data and operational systems after a disaster strikes (for example, a flood or fire destroys a data center or user location). The business recovery strategy currently implemented in IT is for mission critical data and core applications on the mainframe. Plans will be developed for the open system applications as they are developed. All mainframe disk storage is mirrored at the Math building. A spare processor is also maintained at the Math building so that computing can resume using the mirrored data in the event of a disaster.

Section Three: Application-Specific Service Levels

Description of the System

Indicate the purpose and scope of the system. Indicate what campuses or other areas will use the system. Indicate the relative importance of the system.

Other Key Roles

The main roles referenced in the SLA have been defined in Section One: Roles. If any additional roles specific to the application need to be defined, please enter this information here. In addition, a separate attachment should be included which indicates all relevant roles, the individual(s) who will fill the role, and their preferred contact information, such a phone number, email address, and pager number.

Data Center Staffing Schedule

Indicate any support needs that are different than the IT support levels defined in Section Two. IT and Business Unit areas will review support level requirements and determine if the standard levels are acceptable. If additional support needs are identified, a separate Cost Analysis for requested services will be completed.

Availability

Schedule

Indicate when the application needs to be available for use outside of the IT standard availability times listed in Section Two. Describe overall usage patterns for the application, including when usage is expected to be particularly high, and when the system is expected to be operational, but it is not critical if a failure occurs. Describe typical activities that occur during these times.

Also indicate the critical times that the system must be available and additional support is required, such as year-end closing times, financial reporting times, and month-end processing time. These may be time periods outside of normal working hours that the system needs to be available for critical business functions.

Cut Off Times

Identify input cut off times. This is required so that IT may complete batch-processing cycles in the required time frame.

Application Availability Monitoring

Indicate the components to be monitored. Include items such as databases, web servers, application servers, and other application components.

Preventative Maintenance and Scheduled Application Unavailability

Indicate the time period that the system is expected to be down for machine backup, refresh of data, etc. This informs end users of scheduled down time.

Some periods of application unavailability are necessary and should be discussed with IT's Infrastructure Support Staff and noted here. Examples include machine backups; database, application, and web server maintenance; performance tuning (both proactive and reactive); application enhancements; and machine swaps. Be specific about the time these activities will occur.

Reliability Objectives

Indicate the measure that the system is expected to be available during scheduled time. (E.g., the application will be available 98% or more of Prime Time Service hours and 100% of the time during critical periods.)

Additionally, define how the measurement of reliability and performance will occur once the system goes into production, who will do it, when it will be done, and how the measurements will be used to assess system performance.

Security

A risk assessment should be requested when developing new production applications or making major modifications to existing production applications. The Security Administration area has specific items that should be addressed as a part of its security review such as sensitivity of data, remote access, encryption etc. End users of any IT service are to comply with all Computing Security Policies. Current administrative security policies may be viewed at:

<http://www.adpc.purdue.edu/mi/WL/Security/web/security/security.htm>

Problem Reporting and Resolution

Indicate the process for reporting problems if different than the process described in Section Two. This may indicate that certain support is to be provided by different technical areas or different user areas. Include preferred method of contact (e.g., telephone, e-mail, page, etc.).

A process for providing feedback about problem reporting should be identified, so that discussion of the problems and their status can become a part of the regular system status meetings and help to identify situations where the Service Level Agreement needs to be re-negotiated.

Notification

Identify who is to be notified (1st point of contact) and how this person should be contacted when there is a disruption in the service. Roles need to be indicated. For example: “A system administrator will notify a System Owner by phone regarding any system disruption. The System Owner will then be responsible for notifying end users.” The notification process should be similar to the problem reporting process above.

Indicate how much advanced notice is required to consider special situations where the system needs to be taken down. The System Owner would then post a message to the end users.

Backup and Recovery

Indicate the appropriate normal backup and recovery processes that are put in place to protect data within the system and the application objects that control it. The system owner needs to identify what they cannot do without. For example: “can’t be without the system longer than X number of hours.” Or, “Can’t lose more than 2 hours of work. Or, “may need to go back as much as four weeks after a change was made.” Infrastructure Support Staff will translate this into the designated backup and recovery types and schedules. Both the statement of business need and the matching backup and recovery methods put in place to meet them should be included in the SLA.

Purge and Archive Cycles

Identify the frequency of purging or archiving of records.

Business Recovery/Continuation

Business Recovery/Continuation addresses how the functionality of the system is restored should a disaster occur. Some questions that need to be addressed: If the hardware running the system were destroyed by a fire or other catastrophe, how soon does the system need to be available to the end user? What key data needs to be available upon system restoration? Is the system critical to the mission of the University, either in the short term or long term?

Expected Growth and Change

Indicate the expected growth and change for the system. Include the number of users that would be added over a period of time. Indicate any new functionality that is to be added to the system, which could impact system performance. This information will help indicate if there are additional hardware/software or staffing needs during a specific period of time to accommodate the expected growth or changes.

The following items should be included:

- *Indicate the expectations and timing for implementing fixes to systems.*
- *Indicate the expected upgrades to the application (Will the system be upgraded every X number of months? Does IT need to run the system in parallel for a particular period of time?)*
- *Indicate if there are any expected enhancements to the system, when are they expected, what type, etc.*

Application User and Volume Metrics

Indicate the conditions for which the SLA applies. Include the expected population of users, average number of transactions per hour/day, description of query and reporting activities, etc. Defining specific user profiles and the number of individuals expected to use the system within each profile may be helpful. For example, there might be “Central Administrator,” “High-End User,” and “Casual User” profiles that describe particular ways the system will be used.

Performance Expectations

Identify application performance expectations.

Periodic Review

Indicate what periodic reviews will be conducted of the SLA. The review may be included as part of regularly scheduled meetings (e.g. Operations and Application System Owner/End user meetings, Continuing Support and Departmental Computing Contact meetings, etc.) For some new applications it may be appropriate to schedule frequent meetings during the initial rollout of a system to validate the SLA and make adjustments, and then schedule less frequent reviews.

Service Level Agreement

SLA Application Name and Signature Page

For the provision of: (Name of System, Application, or Service)

Effective Date: ____/____/____ **Expiration Date:** ____/____/____
(or, "Until Termination")

Provider: Information Technology, Purdue University

Project Manager/Group Leader ____/____/____
Date

Infrastructure Manager ____/____/____
Date

Associate Vice President for Computing
Services ____/____/____
Date

Associate Vice President for
Administrative Applications ____/____/____
Date

Associate Vice President for
Telecommunications ____/____/____
Date

Receiver: (Business Unit)

Project Director ____/____/____
Date

System Owner/Departmental Computing
Manager ____/____/____
Date

Date

Date

SLA Worksheet

Date:

1. SLA Customer: _____

2. SLA Category: _____

3. Service Description:

4. Performance Requirements (per Customer):

a. Response Time:

b. Availability:

c. Other:

d. Other:

e. Other:

f. Estimated Costs:

5. Performance Capabilities (per IT Staff):

a. Response Time:

b. Availability:

c. Other:

d. Other:

e. Other:

f. Estimated Costs:

6. How will any Performance Requirements/Capabilities gaps or conflicts be managed or eliminated?

7. How will any grievances be handled?

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Appendix D: Project
Prioritization Matrix

Project Recommendation Prioritization Matrix

Non-Technical Recommendations

<u>Priority Level</u>	<u>Recommendation</u>	<u>Funding Required</u>
Priority 1	Service Level Agreements	No
Priority 1	IT Governance	No
Priority 1	Centralized IT Functions	No
Priority 1	Roles and Responsibilities of IT Staff	No
Priority 1	Trust, Accountability, Authority	No
Priority 1	Senior Management Support and Involvement	No
Priority 1	Consolidated IT Budget	No
Priority 1	Customer Service Training for IT	Minimal
Priority 1	Communications Process Improvements	No
Priority 1	Training for Utilization of Existing Investments	Minimal
Priority 1	Legal and Regulatory Training for All Staff	Minimal
Priority 1	Security Policies	No
Priority 1	Acceptable Use Policies	No
Priority 1	Privacy Policies	No
Priority 2	IT Department Creation	No
Priority 2	GIS Centralization	No
Priority 2	Project Justification Methodology	No
Priority 2	Work and Process Procedures for IT	No
Priority 2	Business Relationship Manager Function	Yes
Priority 2	Increase IT Staff Size	Yes
Priority 2	IT Skillsets	Minimal
Priority 2	IT Staff Cross-Training	Minimal
Priority 2	Computer Literacy for All Staff	Minimal
Priority 2	Training for IT Staff	Yes
Priority 2	Training for End Users	Yes
Priority 2	Standards Policies	No
Priority 2	Application Policies	No
Priority 2	Metrics	No
Priority 3	ITIL	Yes
Priority 3	Power Users	No
Priority 3	Enterprise/Service Oriented Architecture	Yes
Priority 3	Standardized Applications and Data	Yes
Priority 3	Open Data Policy	No
Priority 3	Standard Data Best Practices	No

Technical Recommendations

<u>Priority Level</u>	<u>Recommendation</u>	<u>Funding Required</u>
Priority 1	Connectivity/Network Investments	Yes (in budget)
Priority 1	Email Solution	Yes (in budget)
Priority 1	Website/Content Management System	Yes (in progress)
Priority 1	Help Desk Software	Yes (in budget)
Priority 2	Disaster Recovery/Business Continuity	Yes
Priority 2	Mobile Access, Device Management, Apps	Yes
Priority 2	Network Access Control (NAC)	Yes
Priority 2	Storage Area Network (SAN)	Yes
Priority 2	VoIP	Yes
Priority 2	Server Virtualization	Yes
Priority 2	Access Controls (Physical)	Yes
Priority 2	Standard PC Configurations	No
Priority 2	City Council Agenda Management System	Yes
Priority 2	Document Imaging	Yes
Priority 2	Printing & Multifunction Device Management	Minimal
Priority 3	Research and Development Lab	Yes
Priority 3	Data Center	Yes
Priority 3	Intranet/SharePoint	Yes
Priority 3	Inventory and Asset Management System	Yes
Priority 3	Dashboard	Yes