



# IMPLEMENTING A TECHNOLOGY MASTER PLAN

Presented by  
Tom Jakobsen  
And  
Jason Jaurique

# TODAY'S TOPICS

- Introductions
- Technology Planning Overview
- The Rancho Mirage Technology Plan
- Implementation Methodology
- Highlights
- Benefits of The Plan
- Lessons Learned



# INTRODUCTION

Who We Are

# Tom Jakobsen

Senior Partner, IT Support and Infrastructure Practice Leader, ClientFirst



Mr. Jakobsen has over 35 years of experience in the information technology arena. He serves as a technology Strategic Advisor for several California agencies. Tom lead the Rancho Mirage IT Master Plan development in 2015.

## Sample Clients/Projects



- Specialties include:
  - IT Operations Management
  - Contract and Interim CIO/IT Management
  - Network Design, Procurement, Implementation, and Oversight
  - IT Security
  - Disaster Recovery
  - Project Management
  - Assessments, Strategy, and Planning

# Jason Jaurique

Senior Information Services Manager, City of Rancho Mirage



An IT professional by education with over 18 years of proven success in utilizing his information technology expertise in local government. Mr. Jaurique is experienced in project management that enables him to assist in the running and implementation of multiple IT systems. He also serves on multiple network board. He is the prime coordinator of network technical gatherings. He has a vast technical base in the Public sector working in cities such as Colton, Fontana, Indio, Monrovia , Indio Water Authority and Rancho Mirage.

- Jason has a masters degree in Information and Technology , has many affiliations and certifications including: Microsoft Certified Professional, Cambium Network Certified, and National Incident Management System (NIMS)

# TECHNOLOGY PLANNING OVERVIEW

What's the  
End Game?

# PROJECT OBJECTIVE AND GOAL

- Assess the City's:

- Departmental Technology Usage

- Software Applications
    - Equipment/Devices
    - Other Technology Tools

- IT Technology

- Servers & Equipment
    - Network Infrastructure
    - IT Support Structure/Resources
    - Cyber Security



- Develop an Actionable Technology Plan

- Strategies and Actions (Initiatives) to meet the City's needs over the next five years
  - Increase efficiency
  - To improve and make service to the public more pleasant and accessible

# PHASED APPROACH

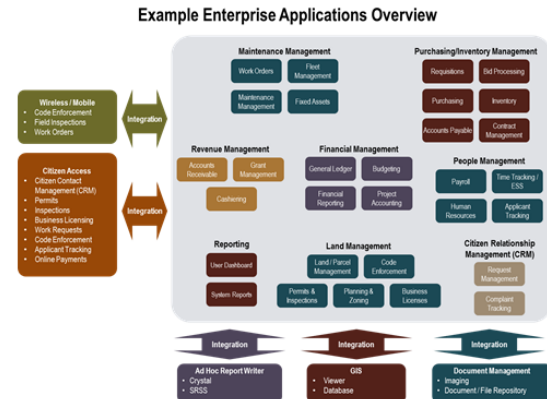


**Issues and needs determined first...with strategies and goals to get there...culminating in tactical/actionable initiatives...working with the City's Team throughout**

# DEPARTMENTAL INITIATIVE - SAMPLE

## 17. Enterprise Resource Planning (ERP) Replacement

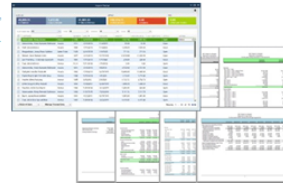
Enterprise Resource Planning (ERP) is an organization-wide software solution that allows integration among various departments and their respective functions. The result is a centralized system of communication, data storage, and operations management. Replacement or improvements to ERP solutions bring about processes from which multiple departments can benefit. Common municipal-related ERP applications modules include accounting, financial reporting, payroll, human resources, planning and permitting, and work orders. The following graphic shows a typical municipal ERP environment.



**Note:** The Land Management function represented in the above diagram (excluding Business Licenses) is included in a separate initiative due to the City's existing TRAKIT implementation.

## Findings and Observations

Currently, the City primarily utilizes the Superior Pentamotion system for its ERP needs with the exception of TRAKIT for Land Management, HPL for Business Licensing, and iWorQs for Work Orders. Pentamotion is built on technology that was used several generations back in the system development timeline. It is therefore outdated and lacking in adequate integration, reasonable reporting capabilities, and commonly utilized functionality found in other municipal based ERP systems. The Pentamotion system requires excessive manual workarounds and reconciliations. Pentamotion is also not meeting the City's expectations and carries significant annual costs for the resulting return realized by the City. Nearly all departments noted



The City is missing opportunities for labor savings (thousands of labor hours per year), improved customer service due to lack of integrated solutions with sufficient training, and functionality to meet internal operational and citizen/public needs.

All departments expressed a strong interest in newly available features and enhancements that a more modern ERP solution can provide. Departments described unmet reporting needs, feature/function requirement deficiencies, and an overall desire for the system to be replaced. Gaining greater utilization in enterprise applications software modules through installation of a new ERP system is key to significant increases in citywide productivity and efficiencies.

The following is a table that shows the City's major suites that are usually included in an ERP system. The table also depicts what prominent municipal ERP systems typically offer.

Industry-Typical Enterprise Module Name	Current Available Vendor Equivalent Module	Licensed	Implemented	Potential Process Improvements
<b>Financial Management</b>				
<b>Superior Pentamotion</b>				
General Ledger	Fund Accounting	Y	Y	Y
Accounts Payable	Fund Accounting	Y	Y	Y
Requisitions	Fund Accounting	Y	Y	Y
Purchase Orders	Fund Accounting	Y	Y	Y
Budgeting	Fund Accounting	Y	Y	Y

## Recommendations

- Replacing the current outdated, Pentamotion, iWorQ, and Verizon Fleet applications environment with a modern, fully integrated ERP solution.
- Ensure that the City has identified all its applications needs, and that appropriate funding has been budgeted for a replacement ERP by conducting a comprehensive needs assessment and developing a Request for Proposal (RFP).
- The needs assessment process should provide an inventory of current and future functionality requirements by application and department. The process can also be used to inventory all reporting requirements, as well as integration/interface requirements between other applications, such as CRM, ECMS, website, GIS, etc.
- The needs assessment should also include a business process review for each module, including reviewing manual processes and shadow systems, such as spreadsheets, to determine automation improvements that will result in labor efficiencies.
- Through the RFP process, potential ERP software vendors will be asked to respond with their capabilities and compliance with City-specific requirements.
- Select new ERP software vendor according to the *Software Selection Best Practices* initiative.
- Follow implementation project management best practices according to the *Project Planning and Implementation Best Practices* initiative.

**Note:** City IT staff members have not conducted this type of project with these specific business process analysis, documentation, and negotiation requirements. It is highly recommended that the City consider obtaining consulting services from a municipal ERP Applications subject-matter expert to perform the business process reviews, needs assessment, RFP development process, and contract negotiations process.

## ERP Background and Supplemental Information

This supplemental background section includes findings and observations for the following:

- CIS Utility Billing (replacement of Pentamotion)
- Contract Management (new)
- Bid and Proposal Tracking System (new)

- Initiatives described in business terms.
- Findings and observations from an objective perspective.
- Recommendations
- Benefits
- Next Steps

# CIP / BUDGET

- Five-year timeframe
- Layout year by year, applying the prioritization outcome from your workshops
- Critical for City Executive Management and Council buy-in
- Working document
  - Input into annual budget process
  - Used throughout the year to maintain priorities

# CIP / BUDGET

## IT Master Plan Report Project / Initiative Budget Estimates

Initiative #	IT Initiative	Comments	Priority	Budget Range		Dept(s)	Funding Source(s)	Current 2016 Fiscal Year	FYE 2017	FYE 2018	FYE 2019	FYE 2020	FYE 2021	Outlying Yrs (Capital Expend)
				Low	High									
Best Practices														
5	Applications Management Best Practices	Providing tools and staff training. Establishing roles and responsibilities for enterprise applications.	TP	\$ 7,500	\$ 15,000	All Departments			\$ 10,000					
6	Applications and User Licensing Inventory	Providing tools and staff training	H	\$ 1,000	\$ 5,000	All Departments			\$ 5,000					
7	User Training and Support	Annual Recurring	H	\$ 25,000	\$ 75,000	All Departments			\$ 25,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
8	Training Room	Computers and equipment	M	\$ 10,000	\$ 15,000	All Departments			\$ 12,000					
9	Software Selection Best Practices	Standard methodology and practices	H	n/a	n/a	All Departments			n/a	n/a	n/a	n/a	n/a	
10	Project Planning and Implementation Best Practices	Providing tools and staff training	H	\$ 1,000	\$ 5,000	All Departments			\$ 5,000					
11	Maintaining Software Updates	Standards	H	n/a	n/a	All Departments			n/a	n/a	n/a	n/a	n/a	
12	IT Project and Services Portfolio	Documenting IT Department roles and responsibilities for all services including SLA for business application support	H	\$ 1,000	\$ 25,000	IT & Finance			\$ 15,000					
13	Sustainability Planning	Providing tools and staff training	H	\$ 5,000	\$ 15,000	All Departments				\$ 10,000				
14	Cloud Computing	Standards	H	n/a	n/a	IT & All Departments			n/a	n/a	n/a	n/a	n/a	
15	Centralized Land and Parcel Management	Included in developing GIS Master Plan Initiative	TP	See below	See below	All Departments			see below	see below	see below	see below	see below	
Applications and Departmental Systems														
16	Enterprise Resource Planning (ERP) Replacement	Includes the indented initiatives below:	TP	\$1,000,000	\$2,000,000	All Departments			\$ 85,000	\$ 1,000,000	\$ 500,000	\$ 250,000		
17	Project and Grant Accounting	Included in ERP initiative	TP	Included with ERP		All Departments								
18	Contract Management	Included in ERP initiative	TP	Included with ERP		All Departments								
19	Cashiering Needs Assessment and Replacement	Included in ERP initiative	TP	Included with ERP		All Departments								
20	Work Orders/Maintenance and Asset Management System	Included in ERP initiative	TP	Included with ERP		All Departments								
21	Fleet Management	Included in ERP initiative	TP	Included with ERP		All Departments								
22	Land Management System Replacement	Included in ERP initiative	TP	Included with ERP		All Departments								
23	Electronic Document Reviews	Included in ERP initiative	TP	Included with ERP		All Departments								

- Using a budget *range* is wise
- Include other information
  - Priority
  - Departments Affected
  - Dependencies
  - Comments

# WHY DO THIS?

## How will this leave the City better off?

- Assessment of existing IT environment (a baseline)
- Identification of strengths and weaknesses
- Identification of technology needs (citywide)
- Expression of technology needs as projects/initiatives
- Prioritization of all technology projects/Initiatives
- Improved security
- Increased efficiency
- Consensus on IT spending and investment
- Improved governance of IT resources and technology decision making
- Alignment of technology strategies with citywide strategies



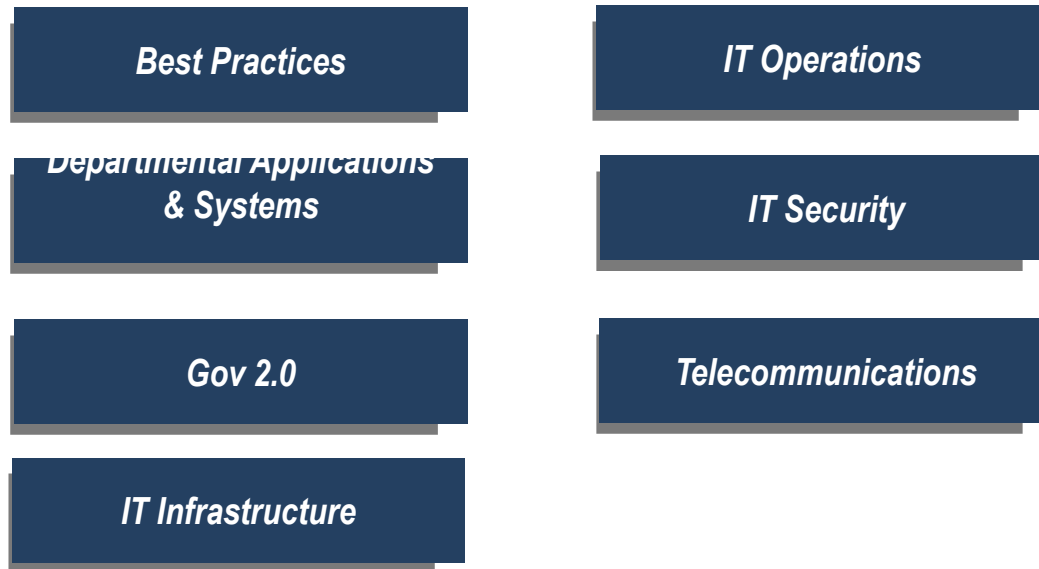
It's a roadmap!

# THE RANCHO MIRAGE IT PLAN

A Quick  
Summary

# THE RESULT

- Eighty (80) initiatives in these categories.

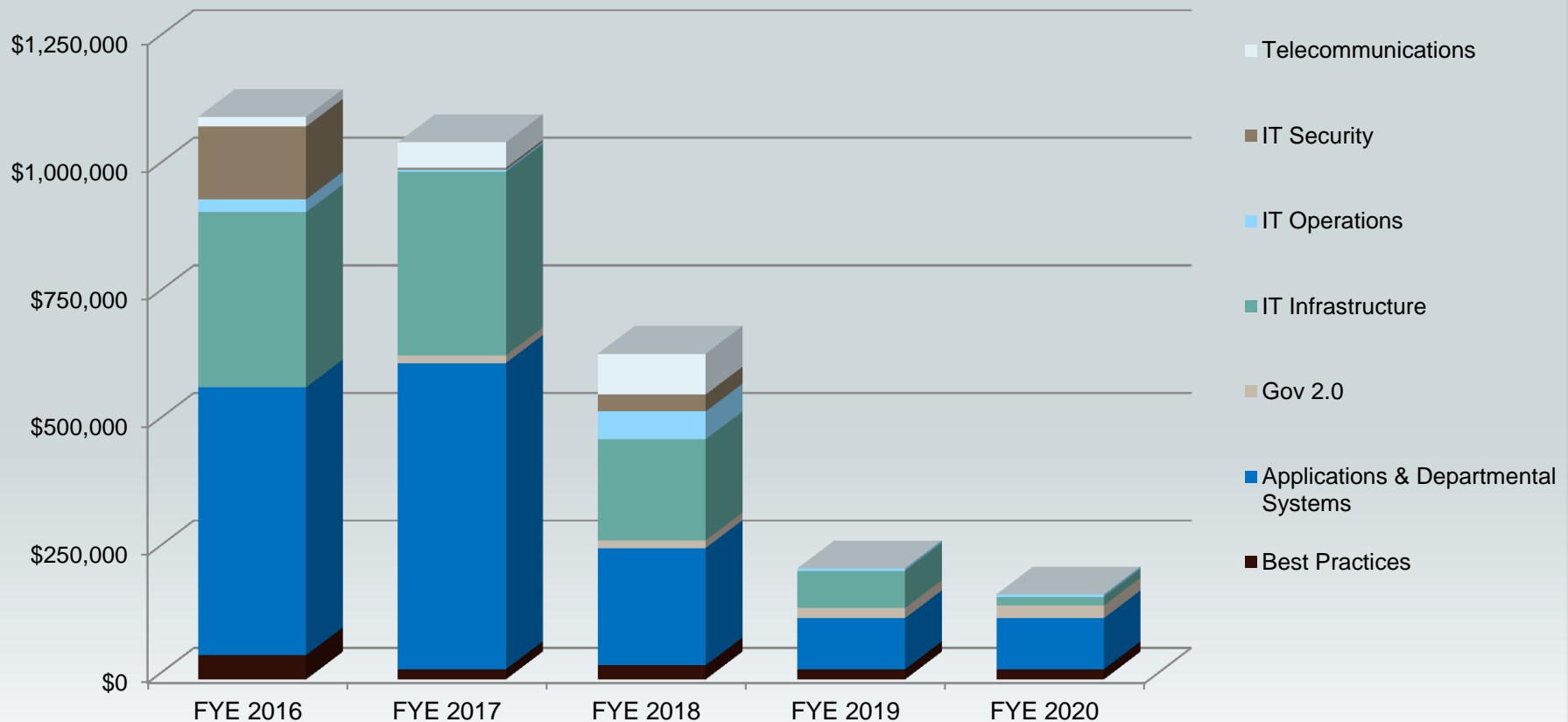


- Hundreds of specific recommendations.

# THE RESULT

- Five year budget of \$3,178,000.

**Recommended IT Plan Budget by Year**



# THE RESULT

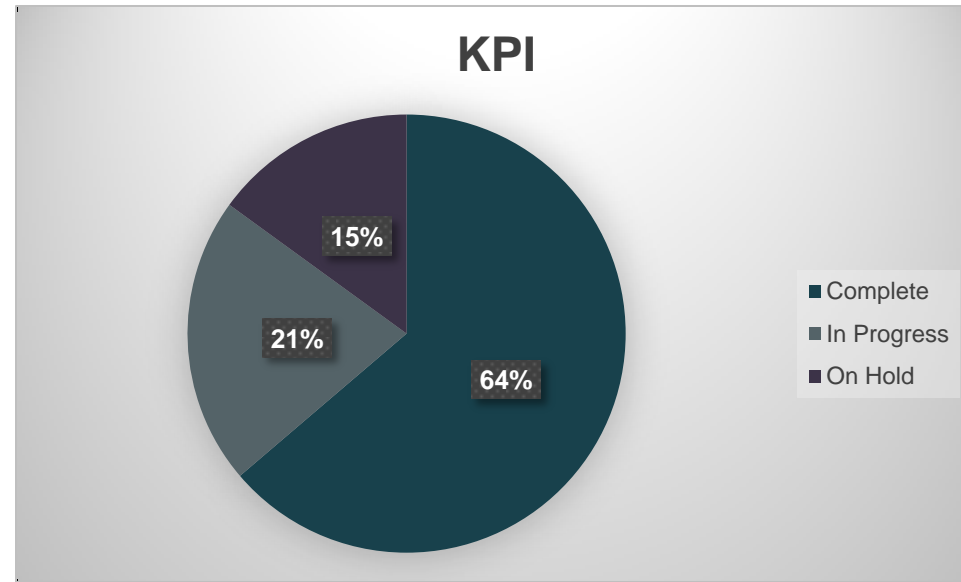
- Key areas of focus:
  - ERP replacement – 12.5% of the initiatives
  - GIS – function did not exist
  - IT Governance – Steering Committee
    - Council Technology Subcommittee
  - Council Chambers upgrades
  - Training, training and more training
- The Council Technology Sub-committee championed the plan.

# IMPLEMENTING THE PLAN

The Good and  
the Bad

# IMPLEMENTATION

- We are half-way through Year 3.
  - 51 of 80 initiatives or 64% of The Plan is complete.
  - 3 new projects have been added.
  - 12 projects have been deferred.
  - Project our track base on fiscal year budget?
- City Manager is pleased.
- Council is pleased.
- It's a lot of fun.



# IMPLEMENTING – THE GOOD

- Having a plan simplifies:
  - Best Practices Adoption:
    - Easy to refer to The Plan...
  - Budgeting:
    - Budget numbers are pretty good
    - During the year, we track potential changes
    - Before budget time we:
      - Distribute the IT Plan budget to the Steering Committee
      - Add & remove projects based on feedback
      - Submit to Accounting

# IMPLEMENTING – THE GOOD

- Having a plan simplifies:
  - Approvals:
    - Projects included in The Plan and budgeted sail through Council
    - Large projects are brought to the Council Technology Subcommittee before full Council
      - Key questions typically include:
        - Project business case?
        - Do we have the budget?
        - How was the RFP Process?
        - Will this work for the City and our citizens?
        - How long will this project take?



# IMPLEMENTING – THE GOOD

- Having a plan simplifies:
  - We've found interesting ways to complete initiatives:
    - Public/private partnership for fiber between City Hall and Library
    - We were able to combine many IT Initiatives deploying a Hyper-Converged Infrastructure.
  - Long Term Planning:
    - Methodology for project planning and budgeting already in place



# IMPLEMENTING – THE BAD

- We work pretty hard:
  - The plan is aggressive
    - Took longer than expected to get started on ERP
    - Will be working on ERP beyond original time-line
    - Some items have been pushed back a bit
- New priorities show up:
  - Silver lining –
    - The Plan makes it easy to visualize the project portfolio
    - Easier to figure out what to push back
    - 3<sup>rd</sup> party costs are included, so we can get help if we need it.



# IMPLEMENTING – THE BAD

- Some of the recommendations are a bit bureaucratic:
  - They may work better for a larger organization
  - We can short-cut some of the methodologies



# HAS THE PLAN BEEN SUCCESSFUL?

- YES



- Engagement -Strategic Planning is a process not an event. A key element in the process is the engagement of all levels of staff throughout the organization. Staff engagement generates additional input and helps build our commitment to the end plan

# WHAT WOULD MAKE FOR A BETTER PLAN?

- Keeping track of the budget in our finance system per IT initiatives.
- Tools to keep track of all the IT Initiatives



# NEXT STEPS FOR RANCHO MIRAGE

- Traffic Interconnect Project
- 10Gb internet connectivity for our Library and Observatory



# R/M INSIDER

Fall 2018 / Official publication of the City of RANCHO MIRAGE, California

## Staying Connected

*Rancho Mirage Moves Forward With Master IT Plan*

*by June Allan Corrigan*



**THAT'S A WRAP**



Thank You



# Questions?



**We're here to listen**

Anything  
else on  
your mind?