



INFORMATION TECHNOLOGY STRATEGIC PLAN FINAL REPORT

July 14, 2023



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A Message from Avèro Advisors

Avèro Advisors is proud to present the City of Wilsonville's IT Strategic Plan Report. Our team has worked closely with the City's key stakeholders to develop a comprehensive roadmap that aligns technology initiatives with the City's vision and goals.

Wilsonville demonstrates a serious commitment to constant improvement in delivery of necessary public services to citizens. When combined with existing Information Technology initiatives and vision, it allowed for robust strategic planning not seen with most municipalities. The Information Technology Strategic Plan provides the City with prioritized recommendations to bolster their technology infrastructure, make certain necessary upgrades, and introduce increased system optimization to allow for organization-wide improved efficiency and effectiveness.

The proposed strategies prioritize strengthening cybersecurity measures via annual reviews and the expansion of cybersecurity tools, an approach that is crucial in the contemporary threat landscape. We anticipate a more secure digital environment, safeguarding critical City information and infrastructure from potential threats.

Implementing software systems like Microsoft 365, Tyler ESS, and an electronic signature tool will facilitate streamlined operations, cost efficiency, and improved productivity. We expect this to enhance inter-departmental communication and enable quicker decision-making processes.

Further, the City plans to optimize and integrate existing systems like Munis, EnerGov, and others. This will lead to improved data sharing, interoperability, and reduced system redundancy. The decision to migrate to cloud-based platforms, in particular, GIS and the City's Tyler products, will lead to more agile operations, data accessibility, and cost savings.

In summary, the IT Strategic Plan will have a profound impact on the organization by enhancing internal operations, ensuring security, and fostering a more connected and smarter City. The successful implementation of these strategies will require strong commitment, effective change management, and continuous performance review. But we are confident that with Wilsonville's dedicated team and the support of all stakeholders, the City will continue to transform into a modern, secure, and efficient hub that meets the needs of its citizens and employees alike. While most municipalities are still struggling with the "basics" of service delivery improvement, Wilsonville is helping lead the way with vision and ingenuity.

Sincerely,

Robert Kornovich
Director of Advisory Services
Avèro Advisors

I. Project Overview

A. Background

The City of Wilsonville is located in the southernmost end of the metropolitan area of Portland, Oregon, and was formed in 1969. Wilsonville sits on the north bank of the Willamette River, offering easy access for recreational boaters, canoers, and kayakers as well as proximity to the Valley's abundance of award-winning wineries. The population of the City is approximately 26,000. Wilsonville is a business-friendly community that provides an attractive location for manufacturers and distributors. The City's considerable weekday workforce also supports high tech industries, family-owned companies, and several local and national retailers. This results in the need for business processes and systems that allow for dynamic growth.



Wilsonville's Executive Leadership envision the development of a straightforward strategic plan that the City's IT Team and other key stakeholders can easily understand and implement. This plan should also provide the City with a thorough analysis of the strengths and weaknesses of current operations and provide a comprehensive overview of its IT strategic direction. Additionally, the City desires an update to its strategic roadmap that serves as a cornerstone guiding its efforts to enable the Information Technology Department to be more effective and efficient in the delivery of the City's technology needs.

With this end-state in mind, Avèro Advisors has developed a strategic plan to guide the Information Technology Department's decision-making efforts including infrastructure additions and upgrades as well as opportunities to utilize current technology strategies in a more efficient manner. The outcome of this initiative is to strategically implement technology solutions that enhance the way current community members and businesses interact with the City and provide the Information Technology Department with the tools to best serve the City and all of its constituents.

B. Approach and Methodology

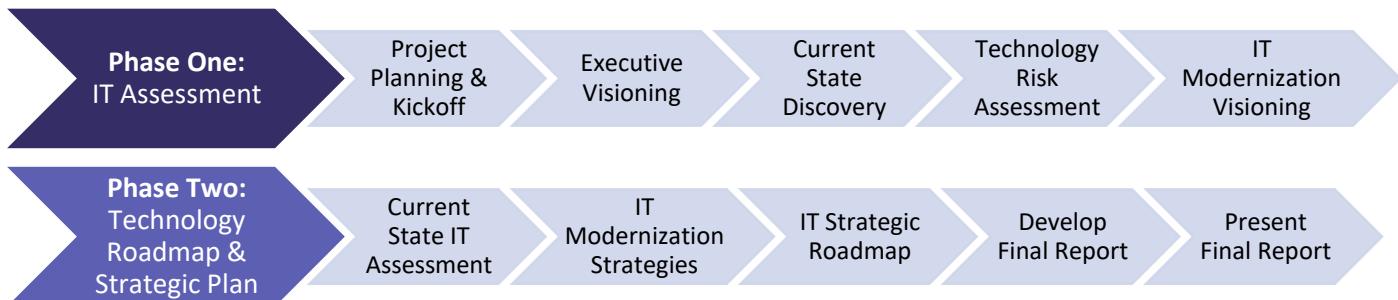
For this engagement, Avèro Advisors was tasked with developing an Information Technology Strategic Plan through the execution of the following objectives as set forth by the City:

- Assessment of existing IT infrastructure and technology systems, cybersecurity, and internal security risks
- Review existing enterprise Information Technology offerings and identify opportunities for optimization that will improve operations
- Review existing network and security infrastructure to identify areas for improvement and potential migration to cloud solutions

As part of this engagement, Avèro Advisors utilized a three-dimensional approach, namely ***People, Process, and Technology (PPT)***, to develop a high-level understanding of the current state of technology within the City. Applying this approach enabled Avèro to understand the execution of different tasks across the organization using available technology, technology-enabled decision-making processes, and the City's operations' overall efficiency and effectiveness.

As shown in **Figure 1**, the following project activities were executed across multiple phases to develop the City's IT Strategic Plan.

Figure 1 – Project Methodology



Phase One – IT Assessment

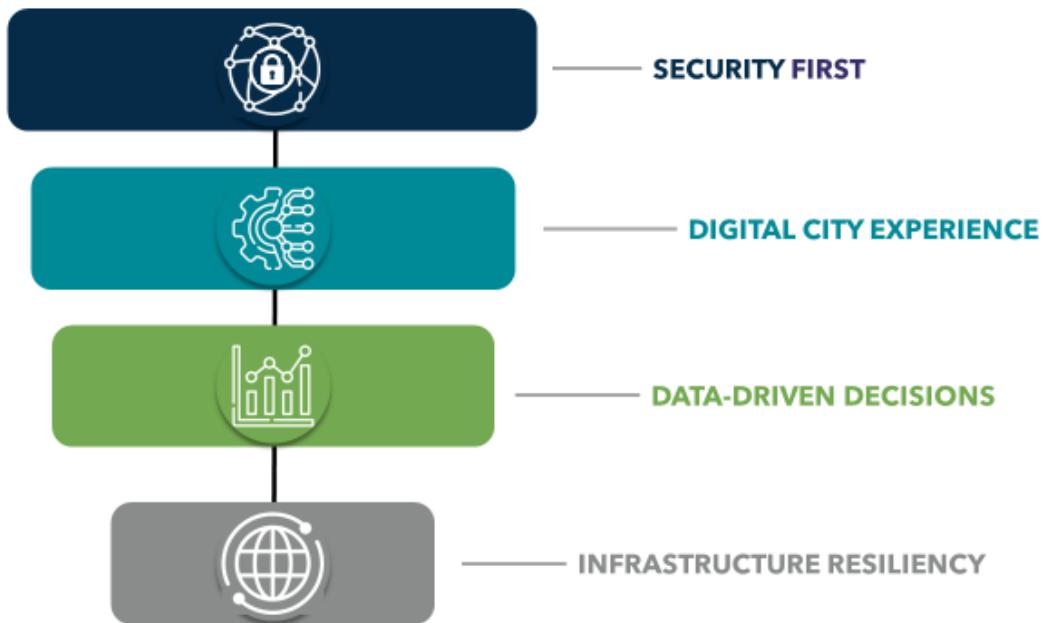
During Phase One, Avèro Advisors conducted “Discovery” sessions with the IT Department and department Directors from across the City. These interactive data-gathering sessions provided Avèro insights into the current state (“As-Is”) of IT service delivery at the City. Discovery focused on the ***People, Process, and Technology*** used to execute critical business processes, both within and across all City departments. This phase assessed the state of cybersecurity practices to evaluate potential risks within the City. Avèro also facilitated “IT Modernization Visioning” sessions to capture “wish list” items related to technology optimization in the future state (“To-Be”) at the City.

Phase Two – Technology Roadmap & Strategic Plan

During Phase Two, Avèro Advisors conducted a Current State Assessment, including a Gap Analysis, based upon data gathered during Phase 1 Discovery. Avèro then developed IT Modernization Strategies in response to the Gaps identified and facilitated an interactive review session with the City to finalize the prioritization of the IT Strategic Roadmap. Finally, Avèro developed the IT Strategic Plan, which includes the preceding deliverables: Risk Assessment, Current State Assessment, and IT Strategic Roadmap.

C. Framework

The IT Strategic Plan is comprised of four (4) overarching IT Modernization Strategies, based upon industry best practices, which highlight the essential framework for a resilient, secure, efficient, and transparent technology infrastructure at the City of Wilsonville.



1. SECURITY FIRST

Cybersecurity's importance cannot be overstated in today's climate. Nearly every day we see the havoc a cyber-attack can have on City governments across the world. Organizations must be prepared to respond to cyber threats and security events, although the best course of action is perhaps the oldest – *"prevention is better than the cure."* The City of Wilsonville will be better prepared to weather any cyber event that may come their way by implementing "Security First." Ransomware, phishing, crypto-scams, and many other threats will not decrease in the near future. If anything, data shows that our adversaries and their "armies of robots" are becoming more robust, more intelligent, and more persistent with launching attacks and enhancing threats to our public infrastructure.

In the optimized Future State, the City of Wilsonville will be even better equipped with the hardware, software, and management sophistication to prevent emerging threats and recover from cyber-events. Using a layered cybersecurity framework, the City will continue to bolster the exterior and interior defenses.



SECURITY FIRST - ACTION ITEMS

- 1 – Conduct Semi-Annual Reviews of Cybersecurity Plan
- 2 – Expansion of Cybersecurity Tools
- 3 – Expand the Use of City Security Cameras
- 4 – Implement Physical Access Control & Security Systems

2. DIGITAL CITY EXPERIENCE

Traditionally, government agencies have been more cautious regarding the adoption of newer technologies. A popular theory in many organizations was, “*if it’s not broken, don’t fix it.*” Historically, the community members and employees of Wilsonville have accepted the paper driven processes to conduct business in-person. However, the City of Wilsonville has taken great strides to deliver a “*Digital City Experience*” that modernizes the community member experience in many ways. Paying bills, connecting utilities, applying for permits, requesting IT services, and other opportunities are quickly and easily accessible at their fingertips. The digital conveniences that Wilsonville community members enjoy in their personal lives will continue to be present in how they interact and conduct business with the City.



DIGITAL CITY EXPERIENCE - ACTION ITEMS

- 5 – Assist in the Implementation of ESS
- 6 – Expand Electronic Signature Tool
- 7 – Implement Microsoft 365
- 8 – Evaluate Image Library Management System
- 9 – Evaluate Smart Displays

3. DATA-DRIVEN DECISIONS

All modern enterprise software systems used for daily operations are designed to collect valuable data. For example, whenever an electronic permitting system issues a permit, a data set is created. When a resident pays their utility bill, a data point is created. Once the City optimizes its enterprise applications, including its suite of Tyler Technologies products and Microsoft 365, a critical element of the strategy will be using data to advise and drive critical decisions. Based on historical data and predictive analytics tools embedded in modern financial and land management systems, the City can make decisions on hard data, not heuristics or assumptions. After implementing the IT Strategic Plan and Roadmap, the City will maximize the functional capacity of existing technologies and further utilize enterprise software solutions that will make data-driven decision-making possible at every level of the organization.



DATA-DRIVEN DECISIONS - ACTION ITEMS

- 10 – Annual Evaluation & Prioritization of IT-Related Projects
- 11 – Evaluate Citywide Project Management Tool
- 12 – Replace Fuel Management System
- 13 – Implement Contract Management System
- 14 – Optimize and Integrate Current System
 - a. Financial Management System (Munis)
 - b. EnerGov Experience (EnerGov)
 - c. Enterprise Asset Management (Cartegraph)
 - d. Human Resource Management System (NeoGov)
 - e. Volunteer Management System (Volgistics)
 - f. Recreation & Event Management (ActiveNET)
- 15 – Ongoing Optimization of City Enterprise Systems
- 16 – Implement Business Intelligence Tool
- 17 – Evaluate Room & Reservation Management System
- 18 – Evaluate Fleet Management System (RTA)
- 19 – Tyler TID-C Implementation
- 20 – Evaluate Code Compliance Software
- 21 – GIS Cloud Migration
- 22 – GIS Security and Best Practices Audit
- 23 – Customer Relationship Management System

4. INFRASTRUCTURE RESILIENCY

Much like our roads, schools, and administrative buildings, the City's IT infrastructure requires regular modernization efforts and resiliency planning over an extended period of time. Fiber-optic networks, servers, storage devices, computers, firewalls, and other networking equipment require a capital improvement plan, similar to maintenance plans in other key community assets. The City should not wait until there is an overwhelming need for repair; instead, the City should take a proactive approach to plan for infrastructure improvements. Strategies for infrastructure resiliency include:

- **Evaluation of Cloud Migration** – evaluate opportunities to host current on-premise systems in a Software as a Service (SaaS) environment
- **Fiber Connectivity Project** – improve security, lower latency, and faster data transfer across the City
- **IoT Service Enablement** – use IoT devices to improve the management of City utilities



INFRASTRUCTURE RESILIENCY - ACTION ITEMS

- 24 – Evaluate SaaS (Software as a Service) Migration Opportunities
- 25 – Tyler Cloud Migration Munis, EnerGov, and Incode
- 26 – Enhance City Conference Rooms
- 27 – New Public Works Building
- 28 – Transit Oriented Development (TOD) Project
- 29 – Parks Wi-Fi Enhancement
- 30 – Fiber Connectivity Project
- 31 – Evaluate Phone System Replacement
- 32 – IoT Service Enablement / Smart City Enhancements
 - a. Automated Meter Reading
 - b. Smart Buildings

II. Current State Assessment

A. Introduction

As part of the IT Strategic Plan Project at the City of Wilsonville, Avèro Advisors conducted “Discovery” sessions with the executive team, IT department members, and department directors from across the organization. These interactive data-gathering sessions provided Avèro with insights into the Current State (“As-Is”) of Information Technology, including IT service delivery, infrastructure, enterprise software, and cybersecurity within the City. Discovery focused on the *People, Processes, and Technology* used to execute critical business processes within and across all City departments. Avèro Advisors also facilitated IT Modernization “Visioning” sessions with the City’s various departments to validate the data gathered in the Discovery sessions, and capture “wish list” items related to technology optimization in the Future-State (“To-Be”) at the City.

B. Accomplishments

In 2016, the City of Wilsonville went through the process of developing an IT Strategic Plan and has accomplished the following Modernization Strategies:

- ✓ Online Community Engagement Platform
- ✓ Use Cartograph as an Enterprise Asset Management System
- ✓ Streamline IT Procurement Process
- ✓ Streamline IT Funding
- ✓ Develop Fiber Business Plan
- ✓ Hire IT Assistant
- ✓ Combine City Web Sites and Social Media Accounts
- ✓ Upgrade Exchange - Evaluate Cloud-Based Email Alternative
- ✓ Develop IT Policies and Procedures
- ✓ Implement Laserfiche as City Wide Electronic Records Management System
- ✓ Promote Use of GIS as an Organizational Priority
- ✓ Implement IT Auditing and Security Solutions
- ✓ EnerGov - Permitting ERP System Implementation
- ✓ Munis - Financial ERP System Implementation
- ✓ Implement Email Archiving and E-Discovery Solution
- ✓ Implement Integrated Time Tracking and Payroll System-Electronic Timesheets
- ✓ Select Integrated Security Access System
- ✓ Replace VoIP Telephone System
- ✓ Consider Implementing Automated Meter Reading (AMI) Infrastructure
- ✓ Continue Standardizing IT Environment
- ✓ Continue Enhancing Audio/Video and WilsonvilleTV Infrastructure
- ✓ Implement Municipal Fiber Program
- ✓ Legal Case Files Software Solution
- ✓ Office/OS Upgrade

Each of the strategies implemented from the 2016 IT Strategic Plan provides value and aims to improve the processes and operations within the City's various departments. However, several strategies in particular stand out amongst the others and have had a more significant impact on the City of Wilsonville staff and the community members it serves. Those strategies include:

- **Tyler Munis & EnerGov Implementation (ERP & Land Management)**
- **Laserfiche Implementation (Electronic Records Management)**
- **Cartegraph Implementation (Asset and Work Order Management)**
- **Online Community Engagement Platform**

The following summaries describe the positive impact that the implementation of each of the aforementioned high-impact strategies from the 2016 IT Strategic Plan has had on the City:

Tyler Munis & EnerGov Implementation (ERP & Land Management)

The IT Department, along with collaboration from the City's various departments, implemented both their Enterprise Resource Planning system, Tyler Munis, and their Enterprise Land Management system, Tyler EnerGov. Implementing these modern enterprise solutions has helped the relative departments to streamline their operations. The benefits of having a modern ERP and ELM system in place at a local government organization cannot be understated. Moreover, the task of a lean City IT Department implementing the systems without a team of external resources is a massive, and often, unsuccessful implementation effort. However, that was not the case for Wilsonville, as the City's IT Department delivered a successful implementation (of multiple systems) in a reasonable timeline. Additionally, the IT Department is planning on continuing its efforts towards optimization of both enterprise systems to continue to benefit staff and improve City operations.

Laserfiche Implementation (Electronic Records Management)

The IT Department implemented Laserfiche, a modern records management system that serves to improve efficiency and productivity through faster access to centrally stored and digitally managed records with streamlined workflows, and increased security and compliance of the management of City records. Additionally, the IT Department has been proactive in the development of training materials and user guides for the system, assisting the City stakeholders in their development of how to most effectively utilize the tool.

Cartegraph Implementation (Asset Management and Work Order Management)

The IT Department, in collaboration with the Public Works Department, implemented a modern asset management system, Cartegraph, within the City of Wilsonville. This system provides several benefits and values to the City, including improved asset tracking and maintenance scheduling through advanced mapping and data visualization tools; enhanced budgeting and resource allocation through real-time cost tracking and forecasting; and increased citizen satisfaction through more efficient and effective service delivery. The City will continue to make adjustments to optimize Cartegraph over time.

Online Community Engagement Platform

The IT Department was tasked with researching and implementing a community engagement tool where community members could voice their feedback on a wide range of City projects and topics. The community engagement tool implemented (Bang the Table!) has improved communication and collaboration between City staff and community members, leading to more effective decision-making. Additionally, the tool has increased citizen participation in local government initiatives and events, leading to a more engaged and informed community - www.LetsTalkWilsonville.com

C. Summary of Key Findings and Universal Gaps

The Current State Assessment provides a summary of the Key Findings from the Discovery and Analysis phases of the IT Strategic Plan Project for the City of Wilsonville. Specifically, the Current State Assessment considers the

role of each respective functional area, the primary business technologies used for operations, and the overall vision.

The Current State Assessment considers the fourteen (14) functional areas within the City. As an overview, the City strives to continue moving its infrastructure and IT processes to its desired future state. Building on industry best practices, the City, and all of its resources, seek to protect and enhance Wilsonville's livability by providing quality service to ensure a safe, attractive, economically vital community while preserving its natural environment and heritage.

The following functional areas were included for this project:

- Administration
- Building
- Code Compliance
- Community Development & Economic Development
- Engineering
- Finance
- Human Resources
- Information Technology & GIS
- Legal
- Library
- Parks & Recreation
- Planning
- Public Works
- SMART Transit & Fleet

Key Findings & Universal Gaps

Following the completion of Phase 1 Discovery, Avèro aggregated and analyzed the Current State and Future-State vision data gathered from the City's stakeholders to identify Key Findings, including gaps. A **Gap** is a measure of comparison between the Current State of Technology systems used in the City, and the optimized Future-State based upon industry best practices. The Universal Gaps identified during the Current State Assessment are as follows:

SOFTWARE

- The City would like to further optimize the ERP systems - Tyler EnerGov and Tyler Munis.
- The City is in the process of implementing the time and attendance tool, Tyler ESS. At the time of the assessment, some departments have not been migrated to ESS due to process issues.
- End users lack the ability to track, search, or update the status of work order requests in its Asset Management system, Cartograph. This leads to staff having to email or call the Public Works Department to follow up on the status of work orders.
- The City desires to have more collaboration tools for working on projects within the organization and outside vendors.

HARDWARE

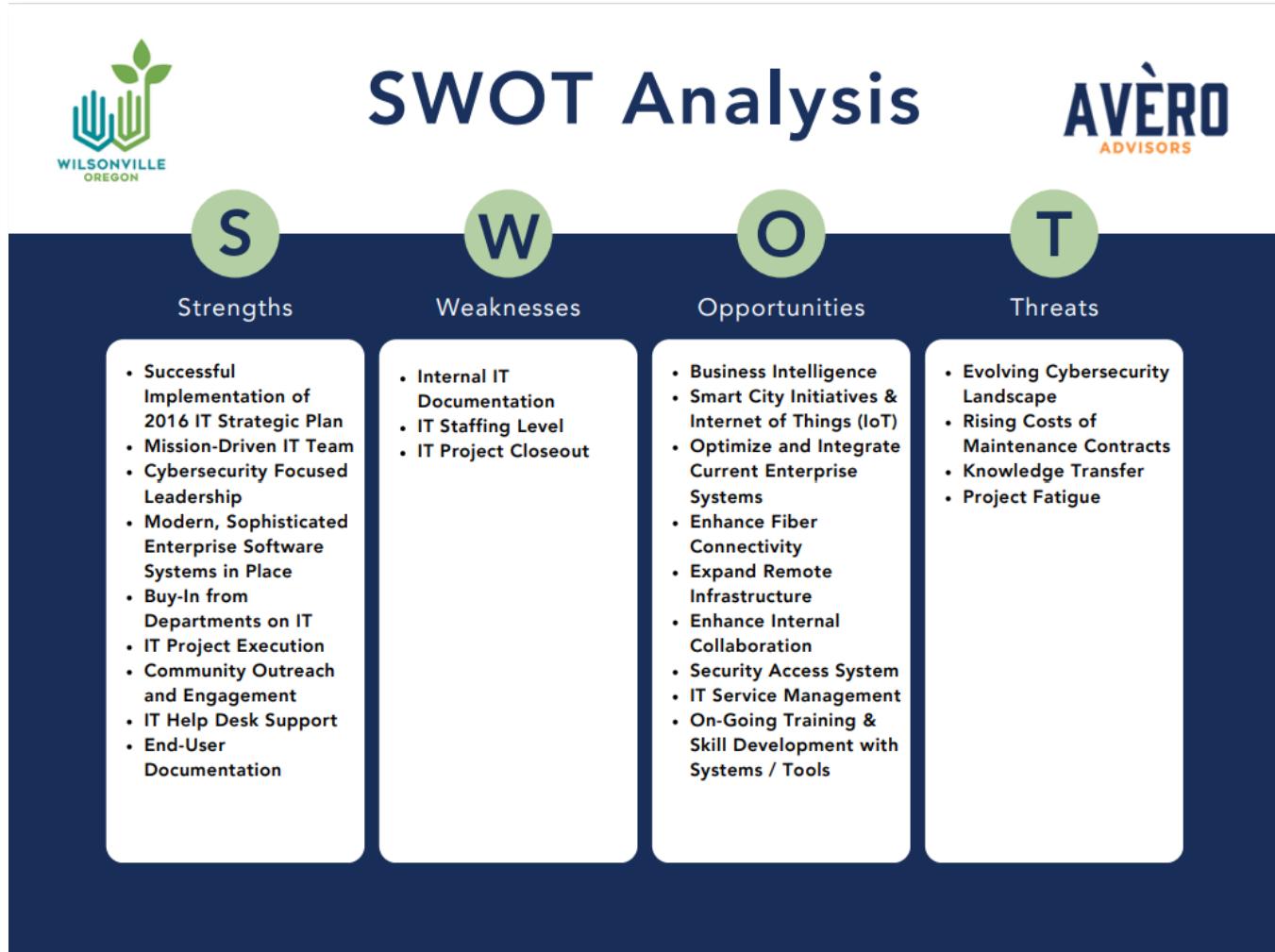
- The City's key card access system is at end-of-life and is in the process of being replaced with the addition of the new Public Works building.
- While the City's SAN infrastructure is planned for an upgrade in FY24-25, the recent increases in server processing requirements from recent software implementations will likely advance this to FY23-24.
- While the City has remote video conferencing capabilities in place for meetings, the City would like to further enhance and optimize the technology, as well as include the infrastructure in more City meeting rooms to accommodate all of the various Boards and Commissions.

IT OPERATIONS

- At the time of the assessment, the City has been unsuccessful in filling all of the IT positions in the IT department mainly due to the current labor market. The current IT staff are providing a level of service that meets the needs but that leads to a reactive approach and ideally, IT staff would like a more proactive approach in addition to cross-training IT staff when new members are onboarded.

D. SWOT Analysis

Avèro Advisors has developed a SWOT Analysis for the City of Wilsonville. By conducting a SWOT Analysis, the City of Wilsonville can better understand its Strengths and Opportunities, as noted and identified from an outside perspective. Additionally, the City can understand the challenges it faces and develop strategies to leverage its strengths and opportunities while mitigating Weaknesses and Threats. This can ultimately lead to a more effective and efficient organization that is better aligned with the needs of the City and its stakeholders.



III. IT Benchmarking

Avèro went through a benchmarking analysis to compare the City of Wilsonville with other organizations around the country of similar sizes, specifically in relation to IT department budgets, staffing levels, and critical IT initiatives. This process plays a vital role in enhancing the overall efficiency, effectiveness, and competitiveness of the IT department, which is increasingly central to City operations as technology continues to evolve.

Benchmarking can provide valuable insights into the City's IT spending compared to other cities. This can highlight areas where the City is investing too much or too little. If a City's IT budget is significantly lower than other comparable cities, it might mean the City is underinvesting in critical IT infrastructure, which could lead to inefficiencies or vulnerabilities. On the other hand, if a City's IT spending is considerably higher, it might indicate inefficiencies or opportunities to reduce costs. Understanding how the City's IT budget compares to others can help inform strategic decisions about IT spending.

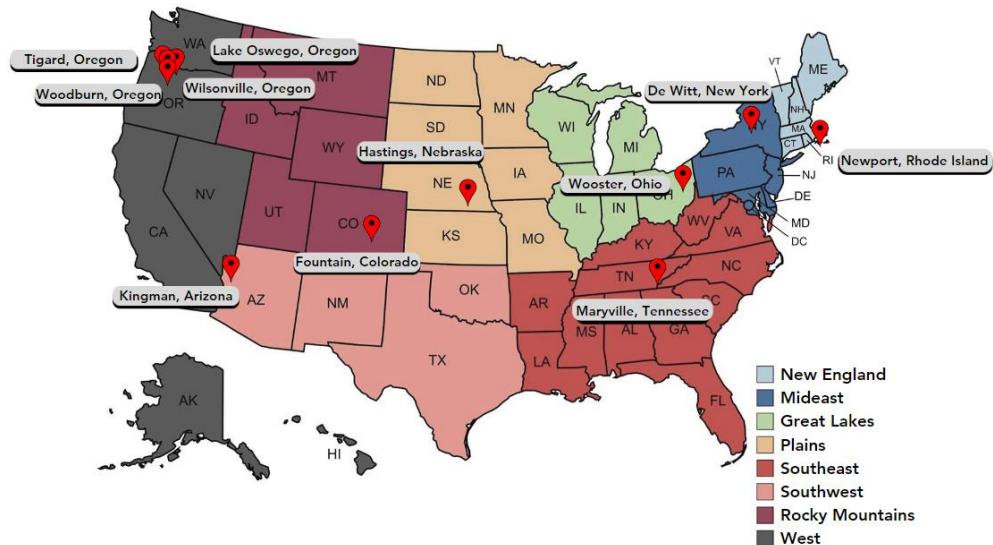
Benchmarking staffing levels can provide a useful perspective on the Department's capacity. It can show whether a city is understaffed or overstaffed compared to others. Understaffing could lead to overworked employees, slow response times, and an inability to keep up with necessary maintenance or upgrades, while overstaffing could unnecessarily strain the City's budget. Comparing staffing levels can also shed light on the staffing structure of other cities, such as the ratio of management to non-management positions or the distribution of staff across different roles or functions.

Comparing projects across similar cities can stimulate innovation and improvement. If other cities are taking on more advanced projects, it could indicate a need for upgrades or changes. Conversely, if a city's project scopes are ahead of the curve, it could confirm that the City is on the right track. This can also help to identify best practices and avoid common pitfalls.

It is important to note that while benchmarking can provide useful insights, each City's needs and context are unique, and what works well for one city may not work well for another. Therefore, the findings from the benchmarking should be considered as part of a broader strategic analysis.

Avèro Advisors considered organizations across eight regions within the United States with a similar size in population as the City of Wilsonville. See **Figure 2** displaying a map of the organizations included in the analysis:

Figure 2 – Benchmarking Regional Map



Avèro obtained information related to current and future projects from each organization. The City of Wilsonville are facing or just completed many similar projects to jurisdictions around the country. Below you will see each organization, and a sampling of the projects that are currently in process:

Tigard, Oregon, *West region*

- Implementation of Tyler ERP System
- Advanced Metering Infrastructure
- Pavement Management Program
- Traffic and Transportation System Major Maintenance Program
- Library HVAC System

Lake Oswego, Oregon, *West region*

- Traffic Signalization Improvements
- Backup Power at RIPS and WTP
- Water Quality Monitoring System Implementation
- Wastewater Flow Data Tracking

Woodburn, Oregon, *West region*

- Setup a SIEM (Security Information and Event Management) system
- Implement Office 365 in a hybrid configuration
- Along with Office 365, set up a single sign-on
- Migrate the main Police software, Tyler Public Safety, to new servers
- Implement network security improvements

Kingman, Arizona, *Southwest region*

- Downtown Infrastructure Design Project
- System wide network monitoring and analysis upgrades
- Investigate redundant Internet service provider solution
- Implement an access and key control policy/program to improve security of City facilities
- Implement Project management system

Fountain, Colorado, *Rocky Mountain region*

- PD Media Room A/V Systems
- Data Center Upgrades
- Continuation of cybersecurity roadmap
- Audits of IT hardware, software licenses, email groups, and physical access points

Hastings, Nebraska, *Plains region*

- Launch of City of Hastings/Adams County Interactive Map
- City of Hastings GIS Hub
- City wide ERP computer software
- New Fiber cable to city buildings

Wooster, Ohio, *Great Lakes region*

- Increase redundancy and decrease cutover times to increase overall business continuity for departments
- Sign replacements tracked through the MasterMind software system
- Provide additional access to and educate the public on online membership & reservations
- Complete design and construction of Filter expansion and media replacement at WPF

Maryville, Tennessee, Southeast region

- Tyler Munis Implementation
- Power System Equipment & Upgrades
- Upgrade Control House
- Website Upgrade and Intranet Development
- Gridsmart Video Detection Upgrades

De Witt, New York, Mideast region

- Implementation of solar farm
- Implementation of easy charging stations
- Website Update

Newport, Rhode Island, New England region

- Evaluate Information & Communication Systems
- ERP Re-evaluation
- Replace/Upgrade City Call Recording System
- SAN Storage
- Door Access
- Domain Migration
- Expand City Fiber Optic Network

Kingman, Arizona, and Fountain, Colorado are embarking on substantial infrastructure and security projects, given their larger IT budgets and personnel. Conversely, cities like **Newport, Rhode Island**, and **De Witt, New York**, have smaller IT resources but are making targeted IT improvements and focusing on sustainability initiatives.

The City of Wilsonville recognizes the importance of its IT infrastructure in serving its community effectively. Its robust IT resources uniquely position it to offer superior services, thereby improving connectivity, efficiency, and responsiveness.

Moreover, the City acknowledges the added responsibility that comes with these resources to ensure their optimal utilization. This commitment enables them to deliver maximum value to their community members. Thus, the City of Wilsonville is dedicated to continually aligning its resources with evolving IT needs, reinforcing its unwavering commitment to delivering excellence in public service.

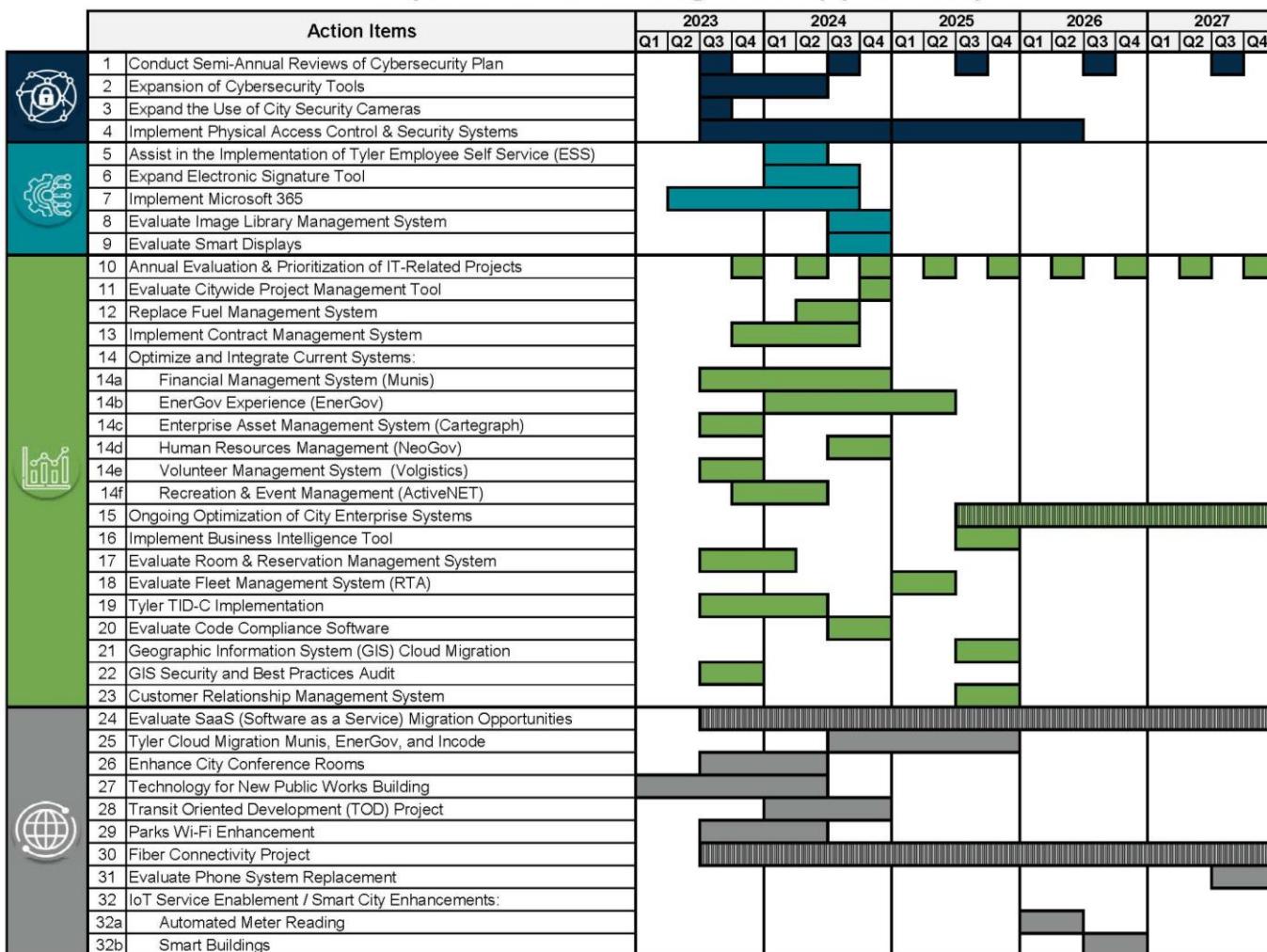
IV. IT Strategic Roadmap

The IT Strategic Plan presents Avèro Advisors' proposed IT Modernization Strategies as optimally prioritized, based upon industry best practices, institutional knowledge, and the City of Wilsonville's input. The IT Strategic Roadmap will function as the City's strategic blueprint for IT Modernization over the next three to five years. The IT Modernization Strategies include improvements to the City's cybersecurity strategy, IT organization, and enterprise software systems.

As shown in **Figure 4**, the IT Strategic Roadmap will guide the City of Wilsonville in its investments of technology resources into the future.

Figure 4 – IT Strategic Roadmap (Implementation Timelines)

City of Wilsonville - IT Strategic Roadmap (2023 - 2027)



A key component to the Wilsonville IT Strategic plan is the continual update process. As with the previous IT Strategic plan, the Wilsonville IT department plans to make annual updates which include meeting with key stakeholders. The IT department will evaluate current projects and list updates as well as identify new projects that City departments are looking to implement.