



CITY COUNCIL WORK SESSION AGENDA
IT Strategic and Operational Plan/Security

COUNCIL MEETING WILL BE ONLINE ONLY

Due to the COVID-19 precautions, the Council Meeting will be held online and is planned to be cablecast on Verizon 21, Comcast 71 and 996 and streamed to www.greenbeltmd.gov/municipaltv.

Resident participation:

Join Zoom Meeting

[https://us02web.zoom.us/j/84055129065?](https://us02web.zoom.us/j/84055129065?pwd=VXdHSWICNjNNQ0pxY3ZGekJ0WEEvQT09)

[pwd=VXdHSWICNjNNQ0pxY3ZGekJ0WEEvQT09](https://us02web.zoom.us/j/84055129065?pwd=VXdHSWICNjNNQ0pxY3ZGekJ0WEEvQT09)

OR

Join By phone: (301) 715-8592

Meeting ID: 840 5512 9065

Passcode: 613471

In advance, the hearing impaired is advised to use Video Relay Services (VRS) at 711 to submit your questions/comments or contact the City Clerk at (301) 474-8000 or email banderson@greenbeltmd.gov.

Monday, August 2, 2021
8:00 PM

Work Session Packet

IT Strategic and Operational Plan/Security
Suggested Action:

Agenda

- Introductions

- Council Discussion
- Questions and Answers
- Other Items

[Council Worksession - IT 8-2-21.pdf](#)

[IT Strategic Plan FY2022.pdf](#)

Greenbelt City Council Work Session

IT Strategic Plan

What did we do during the Pandemic

- Deployed 60+ laptops/tablets for home use
- Increased VPN capacity to accommodate increased home use
- Worked with Recreation to support virtual recreation classes – 275+ virtual recreation classes
 - Won a Solutions Award from PTI
- Installed and deployed a new phone system
- Moved Police Dispatch and officers Toughbooks to the County's CAD system
- Upgrade/consolidate Network switches
- Implemented a major RecTrac upgrade
- Worked with PW and vendor to implement a Door security system – Police, Municipal Building, Youth Center, Public Works

Projects

- Windows 10
- Office 2019
- Cameras – Schrom Hills
- One Drive storage
- ARP projects

Network Security

- Security Scorecard – 90% score
 - Minor website items – Granicus to address
 - Some outdated transport protocols in use – Windows 7
- End user training
 - Reminders about vigilance
 - Alerts about current targeted attacks
 - Looking at end user training (3rd party)



***City of Greenbelt
Department of Information Technology
Strategic and Operational Plan
December 2020***



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Introduction

The City of Greenbelt has a history of progressive forward thinking that dates back to its origins as an experimental community. It is that progressive forward thinking nature that has made Greenbelt in many ways a leader in local government. That same forward thinking has made the City a leader in Information Technology in the County as well as in the region. Information Technology no longer just supports the back office operations of the City. The City relies on information technology to support its day to day local operations as well as public safety which in turn has a direct impact on the City government's ability to service and communicate with the citizens and many aspects of the local economy. Although the IT function is not new to the City, the establishment of a formal IT department happened just 10 years ago. This document outlines where we are as an IT function and where we want to go in the coming years. This vision for the coming years will ensure that the City looks to the future, and recognizes that IT will be a critical piece of that future.

In February of 2020, the world was faced with a pandemic caused by a virus termed Covid-19. This event has radically changed the way the City functions and does business. This event has forced everyone to figure out how to work remotely, hold virtual meetings, social distance, and shift paper based processing of forms and communications to electronic processes. In short, it has created a fundamental change in our daily lives, and some of those changes will be here to stay.

Overview - Strengths and Weaknesses

An undertaking such as this necessitates that we look at and focus on areas of weakness or opportunities for improvement. However, it is equally important to look at and recognize areas of strength that we can leverage and build upon.

Strengths

- City Council and City Manager recognize the importance of a solid, secure and resilient Information Technology infrastructure.
- The IT group has created a reputation and a level of confidence within the City staff as a professional group that knows the IT industry and provides a consistent, solid stable network environment for the end users.

- The IT group participates in regional IT groups and initiatives. Greenbelt is a member of the Metropolitan Washington Council of Governments (MWCOG), and participates on the COG Chief Information Officer (CIO) committee. Greenbelt is a member of and participates in the Maryland Municipal League IT committee. Greenbelt is also a key member of the Prince George's County I-Net and serves on several committees including the Budget, Technical, Communications and Executive committees. This gives public visibility to the knowledge and talents of our staff and has helped establish Greenbelt as a strong IT player in this region.
- The City purchases most IT equipment centrally and utilizes core standards to standardize equipment purchases. This helps keep the hardware consistent which aids in stability and makes it easier to support.
- The City has standardized PC deployments to streamline the support function. Keeping the hardware and deployed software consistent helps keep the support function costs and time minimized.
- The IT group has streamlined the day to day operational support of systems to allow the addition of numerous systems over the last several years with the addition of only 1 staff member to strengthen desktop support and provide additional application support to the departments.
- The IT group has undertaken a systematic upgrade/replacement strategy to remove aging or obsolete equipment in order to maintain optimum performance.

Opportunities for Improvement

- IT spending and staffing are under resourced. IT spending and staffing are significantly below national averages for local municipalities. Those averages range from 2.5 – 5.4% of total spending and 3-5% of total staffing. For FY 2021, the City's budget shows IT spending at 3.00%, which is slightly up but still consistent with previous years. In the absence of sufficient IT support, the efficiency and effectiveness of critical business functions will suffer, including provision of eGovernment services, coordination of essential public safety services, maintenance of essential infrastructure, and proactive growth management.
- Network security is critical to the IT function and the stability of the network. In today's environment, security incidents have become a matter of "when something happens" not "if something happens." The City has not done a security analysis with an outside vendor to validate the security of the network and expose any possible weaknesses in the network. While there has been no evidence of an

intrusion into our network or any evidence of any data loss, the City should not be complacent.

- Network Monitoring is also critical to the IT function and the stability of the network. Monitoring the traffic that traverses the network is an important part of identifying intrusions or unwanted activity. The City should invest in this type of technology.
- The City data center does not fully align with modern design standards. City Hall does not have any access control to the data center, no separately controlled environment, and is located in a high dust content area. Long term backup power has been recently added to the environment. The Police server room is in much better shape with regard to those areas. While the City does have two data centers, there is no cross failover between data centers.
- Geospatial Information Systems (GIS) mapping are becoming more prevalent and useful to municipalities. Greenbelt uses GIS in the Planning and Community Development, Public Works, and Police departments. None of those departments have any staff with specific training on managing, maintaining and using GIS data. Each department maintains their own mapping data with little or no sharing between departments. Consolidating the data and providing a trained “expert” for GIS support of all departments would streamline and raise all departments’ capabilities in this area.
- Major gaps exist in core business automation. Several business functions still rely on shadow applications and manual, labor-intensive, paper-based processes to compensate for inadequate automation. The City is currently working on automating the timesheet process as well as starting with document management in HR and Administration. There is much more to do as information remains siloed – increasing data duplication, paper file duplication, and slowed operations.
- Over the past 10 years, the City’s server growth has been accompanied by an even greater growth rate in Applications and Services that are provided. This growth has strained the department’s resources and the demand for support and services continues to grow.
- The City’s use of surveillance cameras has increased dramatically over the years. The City is now at a stage where replacement of the initial camera infrastructure is underway and will likely be ongoing. Additionally, the City’s Public Safety Advisory Committee has identified an additional 11 intersections where cameras are recommended to provide additional public safety support. The Police have recommended that those camera locations include License Plate Reader technology as well.

Looking Forward

This section outlines some of the major operational tasks and decisions we see coming over the next 36 months. Some of these tasks are already on our plate, some are being watched for outside influences or further information, and some are “crystal ball” visions.

- **Server 2003** – This operating system is end of life and no longer supported by Microsoft. We are in the process of replacing these servers but it will take some time to complete. Some of these servers are part of larger decisions to be made over the next 12 months.
- **CAD/Records** – A number of the 2003 servers noted above are related to our CAD infrastructure. The City has moved our CAD/Records infrastructure to the County’s CAD system. The City will be exploring converting our existing Records data to the County’s system.
- **NG911** – Next Generation 911 will require police departments to be able to receive calls for service utilizing the many communication tools that people use in their everyday lives, including texts, video, social media, and email. The first mandate will be to be able to receive a text call for service. As a secondary PSAP (911 calls do not go directly to our Police), we are removed from the direct responsibility for this. However, the County is required to receive these types of calls and that will require us to be able to receive those calls transferred from the County dispatchers. As noted above, the City has moved to the County’s CAD system which will facilitate the ability to receive NG911 calls for service.
- **Planning** – Once the Covid-19 situation settles down, we will be piloting a mobile solution for inspectors to electronically prepare inspection reports and populate them into the Utopia software. If successful, it could help streamline the day to day operations and reduce the data entry requirements. This pilot is included in the FY 2021 and 2022 Budgets.
- **Windows 10** – The City is in the process of converting all users to Windows 10.
- **Document Management** – The City is in the process deploying a document management system to reduce paper and the related storage requirements, increase retrieval efficiency, and protect the documents. HR had taken the lead in initial deployment and development of this solution. Administration is scanning documents into the system. Additional areas that readily lend themselves to this technology include the City Clerk – minutes and code; and Finance – Accounts Payable records. There are a number of other areas that could of course benefit

from this technology as well. The annual cost for this solution will increase as additional departments expand the use of this technology.

- Finance System – The City’s finance system relies in part on a technology that is scheduled to be end of life in October 2021. The Finance department along with IT will be assessing the City’s options and will establish a plan to move forward.
- Electronic Timesheets – This has been on IT’s list in the past but did not get much traction. This type of technology will streamline the payroll process and reduce the time spent on timesheets at the departmental level as well as in Payroll. This project will be re-assessed once a decision is made on the Finance system issue noted above.
- GIS Consolidation – The City should consider consolidation of all the GIS data and employing (or training) someone to manage the data. This position would also be the GIS champion for using GIS and expand its use and benefit to the City across all departments.
- The City’s revenue from Cable TV services from Comcast and Verizon have been and are expected to continue shrinking over the coming years. This is largely due to consumers shifting from traditional cable TV to streaming services that are provided via the Internet. Cable companies are also working to eliminate local franchises and replace them with a state-wide franchise. This opens the opportunity for the City to explore the possibility of building our own fiber network that could provide citizens with an alternative solution. If the City did build a network, it would also provide connectivity throughout the City for any number of City needs....cameras, Wifi, Smart City initiatives....

Recommendations

1. Consolidation of GIS functions from various departments under a dedicated person with GIS training to manage and maintain the GIS data for the City. This would also facilitate our working with other jurisdictions on GIS/CAD related projects. This could be accomplished by moving a position from one department to another versus adding a new position.
Estimated cost - \$50,000 + benefits / year
2. Contract with a vendor to perform an outside security audit of the City's network to ensure the security of City data.
Estimated cost - \$10,000
3. Expand our Document Management deployment to Finance and City Clerk areas.
Estimated cost - \$15,000
4. Contract for a feasibility study to determine the costs and feasibility of building our own fiber network.
Estimated cost - \$75,000