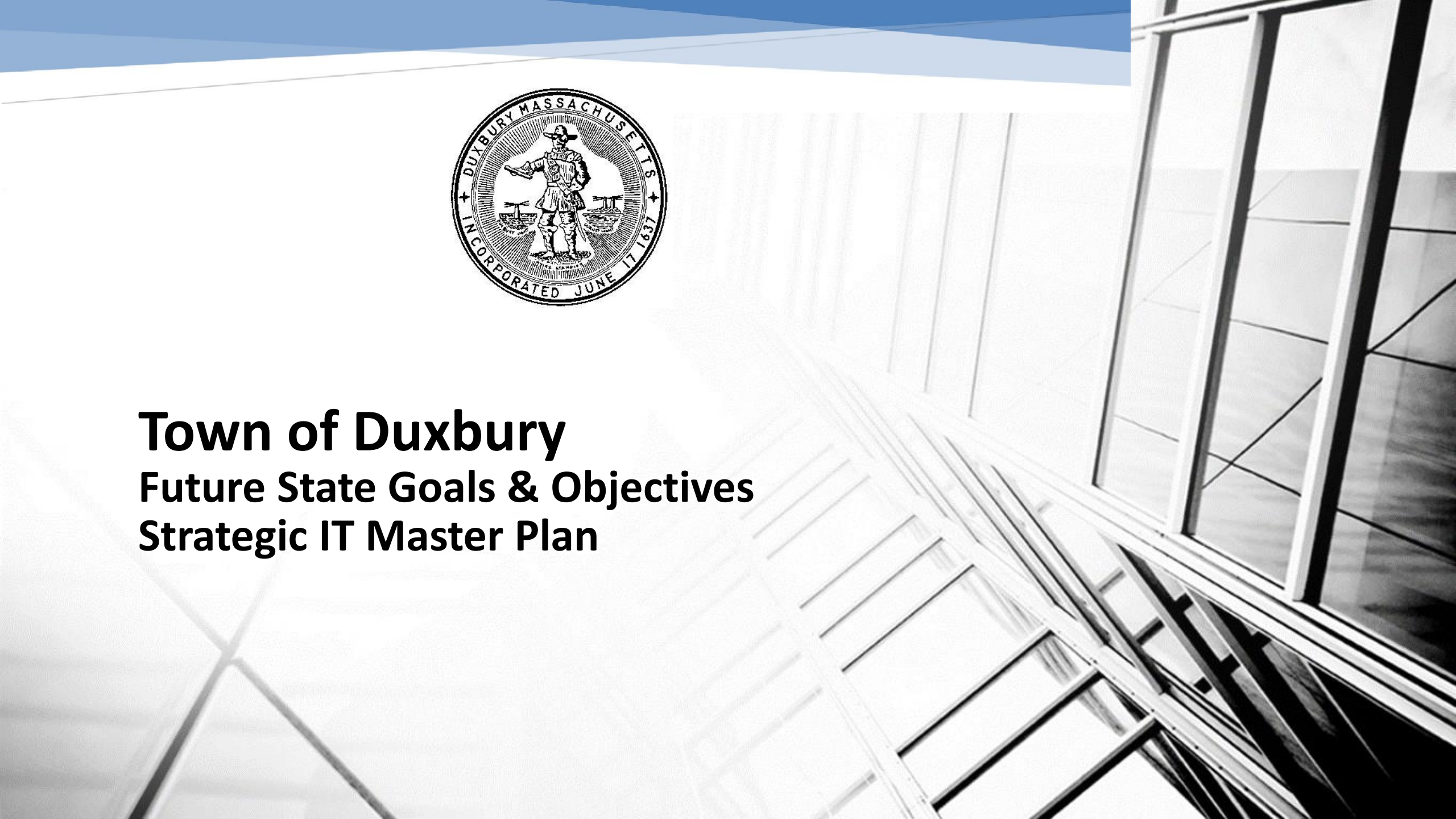
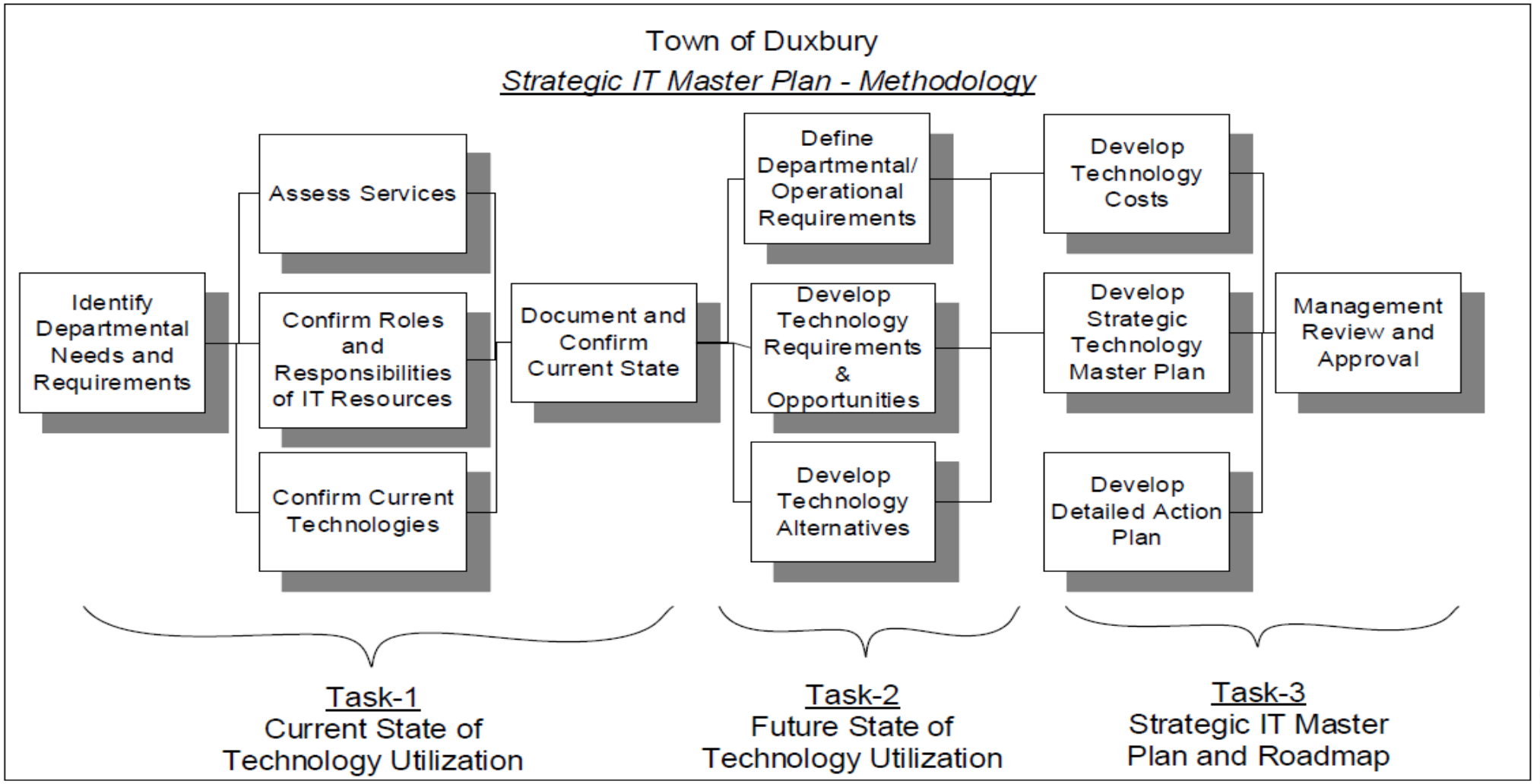
Town of Duxbury

Future State Goals & Objectives
Strategic IT Master Plan



Project Overview



General Findings:

- Multiple IT Departments/Outside Support groups maintaining the infrastructure within the municipality and schools
- IT Support is performed independently from one another
- Limited project governance structure
- No ongoing Cybersecurity Awareness or Training Program
- Limited backup or recovery strategy

General Findings (cont):

- Wireless network availability is inconsistent across Town
- Policies/Procedures vary between the Town, School District, ROCCC.
- The current email system (Town) is causing problems for staff

Microsoft (MS) IT Optimization Assessment:

- Using Best In Industry Practices - MS IT Optimization Assessment was used to determine how close IT is to being a strategic asset for the Town/School
- The Assessment measures the following major attributes:
  - A. Core Infrastructure Model
  - B. Business Productivity Optimization Model
  - C. Application Platform Optimization Model
- Four different maturity levels are represented: Basic (lowest), Standardized, Rationalized, and Dynamic (highest)

Maturity Levels - Definitions

Best Practices Key			
The basic IT infrastructure is characterized by manual, localized processes; minimal central control; and non-existent or un-enforced IT policies and standards regarding security, backup, image management and deployment, compliance, and other common IT standards.	The standardized infrastructure introduces controls through the use of standards and policies to manage desktops, mobile devices, and servers and how machines are introduced to the network.	The rationalized infrastructure is where the costs involved in managing desktops and servers are at their lowest and processes and policies have been optimized to begin playing a large role in supporting and expanding the business.	Customers with a dynamic infrastructure are fully aware of the strategic value that their infrastructure provides in helping them run their business efficiently and staying ahead of competitors.
Basic	Standardized	Rationalized	Dynamic

MS IT Optimization Assessment (cont.):

A. Core Infrastructure Model

	Basic	Standardized	Rationalized	Dynamic
Identify & Access Management		Town	School	
Desktop		Town		School
Security	Town			School
Data Protection	Town			School

B. Business Productivity Optimization Model

	Basic	Standardized	Rationalized	Dynamic
Unified Communications		Town	School	
Collaboration		Town	School	
Enterprise Content Management		Town	School	
Enterprise Search		Town	School	
Business Intelligence	Town / School			

C. Application Platform Optimization Model

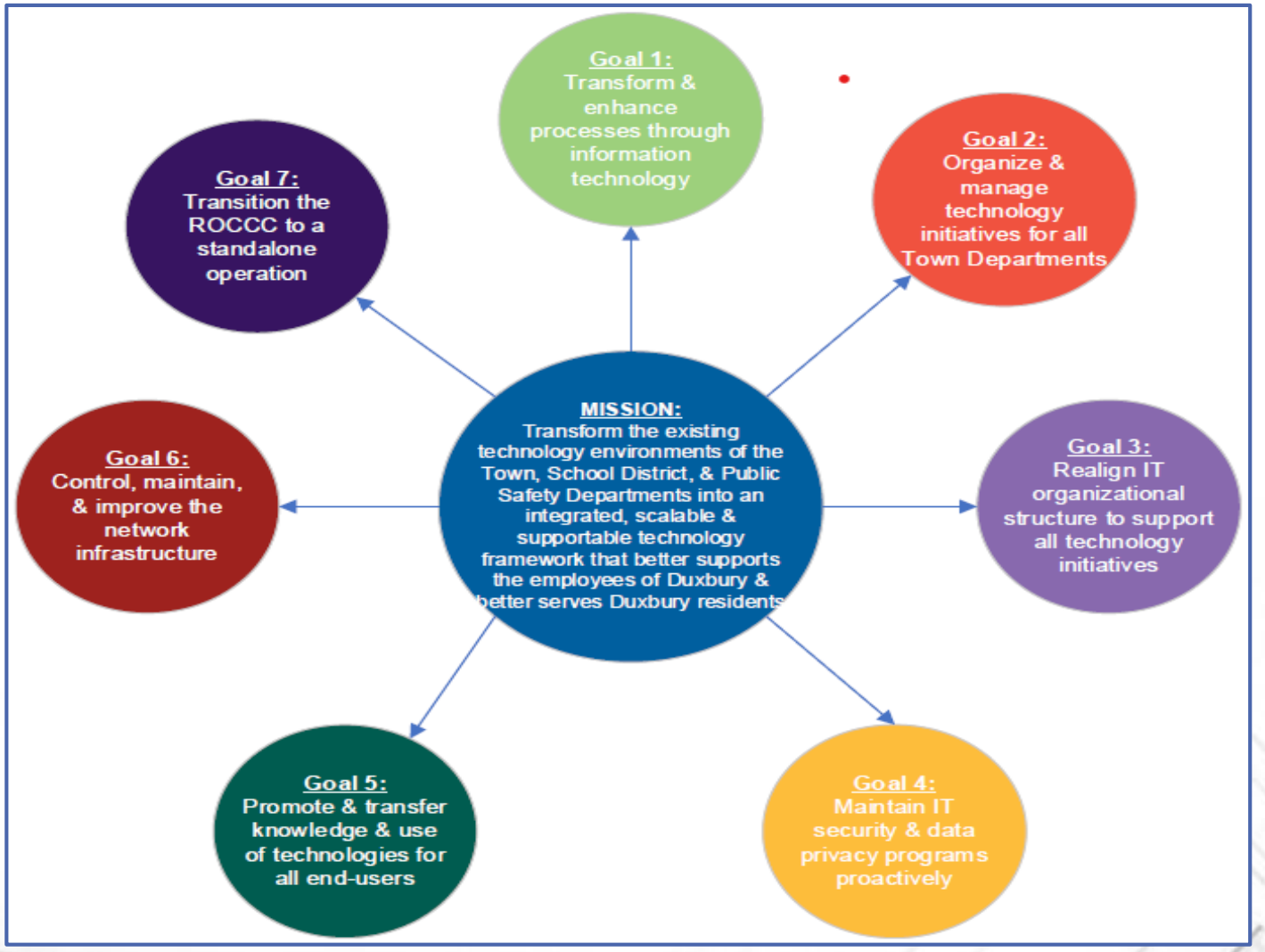
	Basic	Standardized	Rationalized	Dynamic
User Experience	Town		School	
Business Intelligence	Town / School			
SOA And Business Process		Town / School		
Data Management		Town	School	
Development (Application Selection)	Town	School		

Goals/Future State Recommendations

Mission Statement

Transform the existing technology environments of the Town, School District, & Public Safety Departments into an integrated, scalable & supportable technology framework that better supports the employees of Duxbury & better serves Duxbury residents

Future State Recommendations - Overview



Goal 1: Transform and enhance processes through information technologies

- ✓Upgrade Operating Systems and Platforms
- ✓Utilize technology solutions to enable and transform the Town of Duxbury business operations
- ✓Create a Cloud/Infrastructure Plan to drive all future technology initiatives to the Cloud
- ✓Minimize infrastructure costs/support and maintenance requirements
- ✓Streamline systems and tools to improve supportability

Goal 2: Organize and Manage Technology Initiatives for all Town Departments

- ✓Establish standards for policy and resource decisions related to the IT roadmap
- ✓Implement a structured purchasing process for both software and infrastructure
- ✓Develop strong information technology governance
- ✓Implement a structured technology acquisition/selection methodology

Goal 3: Realign & Provide an IT Organizational Structure to Support all IT Initiatives

- ✓Provide management and technology governance for all IT operations
- ✓IT shall drive all technology innovations and solutions
- ✓Provide appropriate IT staffing and resources to support all technology initiatives

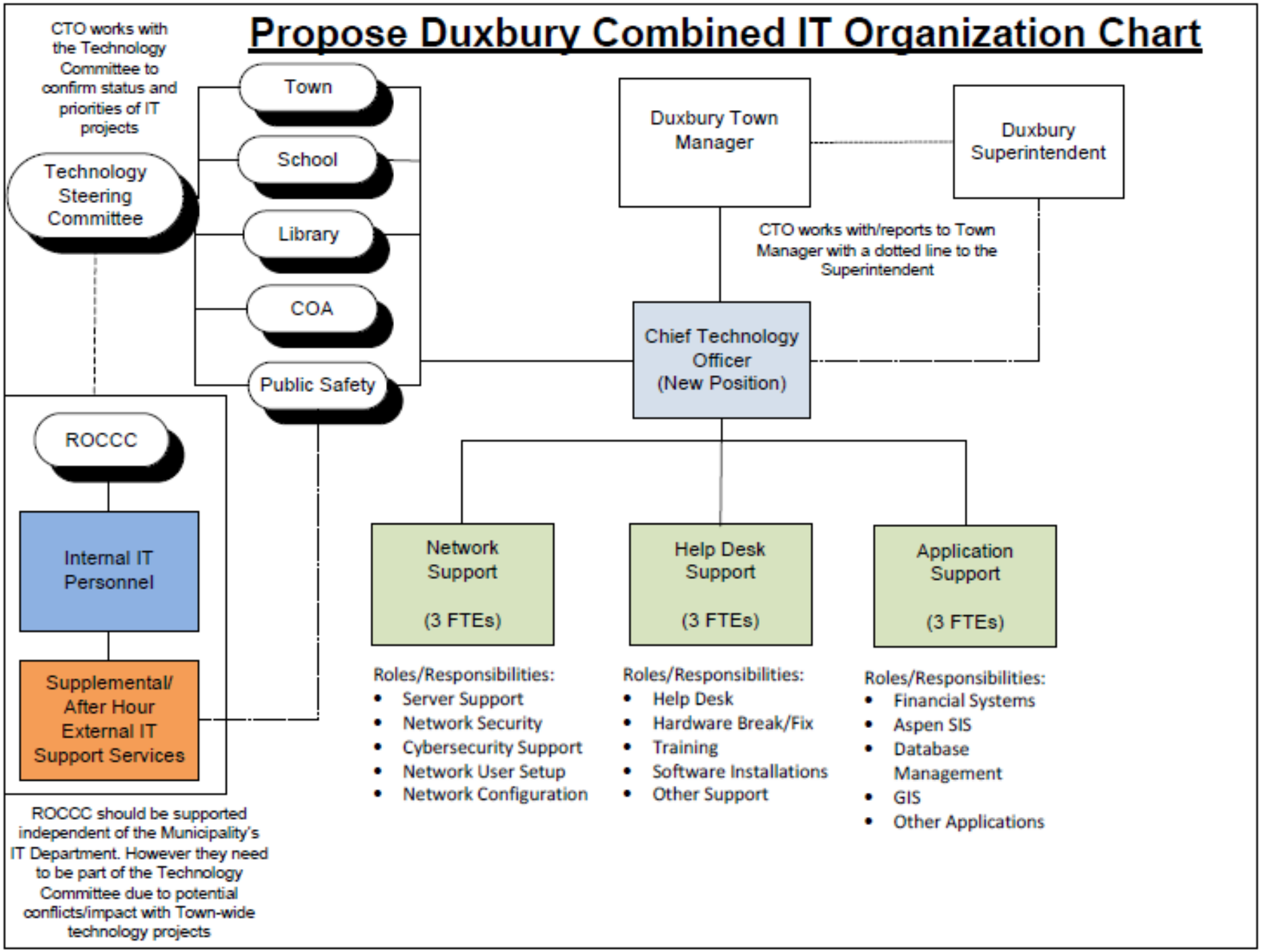
Proposed IT governance structure

- Create new CTO position responsible for the consolidated IT delivery for the entire Town of Duxbury (Town / School / Public Safety)
  - Reports to the Town Manager with a dotted line to the School Superintendent
- Create a Technology Steering Committee comprised of the CTO, Town, School, Library, COA, and Public Safety to drive IT priorities for the Town of Duxbury

Proposed IT governance structure

- Technology Steering Committee will drive IT priorities for the Town of Duxbury to include:
  - Establish Service Level Agreements (SLAs), Standard Operating Procedures (SOP) and/or Memorandum of Understanding (MOU) between Town, School, Library, COA and Public Safety
  - Confirm various standards for hardware, software, etc.
  - Develop a unified backup, disaster recovery and business continuity plan
  - Develop support priority guidelines
  - Determine conflict resolution and termination policies and procedures

Propose Duxbury Combined IT Organization Chart



Goal 4: Maintain IT security and privacy programs proactively

- ✓Develop a Written Information Security Program (WISP) and document policies and procedures related to adhering to security and privacy regulations
- ✓Maintain a strong risk management program through a continuous cycle of assessing and mitigating potential risks
- ✓Educate all Town of Duxbury staff on appropriate security and privacy issues, controls, and best practices
- ✓Ensure alignment of corporate policies with appropriate laws, regulations, and standards

Goal 5: Promote and transfer knowledge, understanding, and use of technologies for end users

- ✓ Implement training programs for end users to increase efficiency with applications
- ✓ Implement training programs for the IT department to retool skills and stay current as new technologies are introduced
- ✓ Educate all Town of Duxbury staff on appropriate security issues, controls, and Town of Duxbury technical policies/procedures
- ✓ Provide an understanding, training, and documentation for Town of Duxbury applications and information

Goal 6: Control, Maintain, and Improve the Network Infrastructure

- ✓Create a Technology Steering Committee responsible for monitoring all technology initiatives across the Organization
- ✓Oversee technology plan and periodically updates the plan
- ✓Make policy and resource decisions related to the strategic plan
- ✓Implement a structured process to prioritize and monitor technology initiatives and projects
- ✓Insight as to when additional resources are potentially needed