

ITS Strategic Roadmap – FY16

Web Applications

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Background

ITS provides software support services for Metro departments for a variety of existing applications built on the C# .NET platform. As ITS generally promotes a **Buy vs. Build** philosophy, should a department seek a new software application that is not available on the commercial market, ITS will work to broker new software development with contracted development vendors.

Additionally, ITS provides software evaluation services and participates on requests for proposal (RFPs) for departments and agencies who are considering a software application, whether it is an application to be hosted at the Metro Primary Data Center or via a cloud-based service.

Historically, under the Purcell mayoral administration, a conscious decision was made to not consolidate into the central Metro IT department (ITS) applications and their development teams that supported individual departments. ITS retained control of applications that it had developed in-house, and also adopted management of applications for departments that did not want or merit a dedicated development staff.

The following departments and agencies of Metropolitan Government currently employ software development and support staff:

- Metro Nashville Police Department (MNPD)
- Metro Nashville Public Schools (MNPS)
- Davidson County Sheriff's Office
- Justice Integration Systems
- Nashville Public Library
- Water Services
- Public Works

The major applications supported by ITS, their key stakeholder organization and impact to Metro are:

| Application Name | Key Stakeholder | Metro Impact |
|----------------------|-----------------------------------|----------------|
| AboutME | General Services – Administration | Enterprise |
| Case Management | Social Services | Department |
| eBid | General Services – Surplus | Public/Citizen |
| Engineering Tracking | Water Services | Department |
| Inside Metro | ITS | Enterprise |
| LDRPS | General Services | Enterprise |



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|------------------------------------|---|-------------------|
| Mayors Work Place Challenge | Mayor's Office | Public/Citizen |
| MCM | General Services – Radio Shop | Department |
| Metro Enterprise Payment Processor | ITS/Treasury | Enterprise |
| Nashville Convention Center | Convention Center | Public |
| NAZA | Nashville Public Library | Department/Public |
| Online Traffic School | General Sessions Court – Traffic Office | Public |
| Teammate Suite | Internal Audit/Finance Office of Financial Accountability | Department |
| WEBudget | Finance – Office of Management and Budgets | Enterprise |

Current Strategic Drivers

1. **Technology End of Life: Applications** (Game Changing) - Security threats, both internal and external, have increased. The public demands we protect their information and we need to replace outdated and older technologies and software solutions. As these reach end of life it is critical that ITS be in a position to proactively update these. As OS's are replaced with faster and more secure OS versions and applications like .NET are redesigned with greater security, we need to provide versions of our applications to work on these platforms.
2. **Customer Demand: Feature rich applications** (Game Changing) – Departments are requesting applications do more and more. Ever growing customer expectations and corresponding demand for technology services and support if properly addressed will result in an increase in our customer's ability to effectively and efficiently achieve their business and personal objectives.
3. **Buy vs. Build Philosophy** (High) – When a need for a new system is identified, the official philosophy of the ITS department is to first seek a commercially off the shelf (COTS) product.
4. **Demand for Secure Government Systems** (High) – With massive data breaches in the news on seemingly a daily basis, we must strive at all times to protect the security, availability and integrity of all applications entrusted to our management.
5. **Customers expect 100% uptime of all Services** (High) – Our customers need and expect our services to always be there especially in times of crisis. Both manmade and natural events demonstrate that improved recoverability and continuity of business are critical to mitigate their effect. Also, unexpected staffing changes can affect our ability to quickly meet customer demands. By standardizing our custom applications to conform to design standards, we are ensuring we can quickly recover.



6. **Cloud Services (High)** – The widespread public acceptance of cloud for services that employees and citizens use every day, along with the potential for positive financial impact and increasingly effective cloud vendor security stance make a hybrid model a potential direction.
7. **Regulatory Compliance Obligations (High)** – Regulations and standards such as ADA and PCI-DSS, TCA 47-18-2107, GLBA, and FERPA have specific information security control needs that must be addressed to realize appropriate levels of compliance with applicable laws, standards, and regulations.
8. **Metro Intranet Redesign (Medium)** – There is an internal demand for a redesign of the intranet website, IM.nashville.org (IM). Departments are asking daily for easy ways to find information, and having a robust intranet site, would help meet this demand.

On the Horizon Strategic Drivers

1. **Technology End of Life: Server Hardware (High)** – As Servers age they become less reliable and this is driving the need to replace outdated and older technologies and software solutions. As both reach EOL, it is critical that ITS be in a position to proactively update these.

Short Term Goals (0-6 months) 7/1/15 – 12/31/15

| # | Goal/Objective | Est. Start | Est. Duration |
|---|--|------------|---------------|
| 1 | Implement Software Update (High) - Upgrade Online Traffic School application to interface with new Traffic Violations Citation Management System and interface with EBS for financial reporting. (Operating Capital will be required) | 7/15 | 6 months |
| 2 | Mandatory Software Upgrade (High) – Begin project moving application databases off of SQL 2005 databases which goes end of like April 12, 2016. Implement security protocols for customer databases not able to upgrade. (Funding may be required) | 7/15 | 6 months |
| 3 | Software Upgrade to Identify and Mitigate Security Vulnerabilities (High) – Develop a plan to assess the current state of the major applications supported by ITS, like AboutMe and WEBudget, and determine how/if critical security updates can be applied. (Funding may be required) | 7/15 | Ongoing |
| 4 | Cloud Computing (Medium) - Complete an impact and feasibility assessment of cloud computing in providing business process solutions for our customers. | 9/15 | 4 months |

Medium Term Goals (6-18 months) 1/1/16 – 12/31/16

| # | Goal/Objective | Est. Start | Est. Duration |
|---|---|------------|---------------|
| 1 | Mandatory Software Upgrade (High) – Continue implementation moving application databases off of SQL 2005 databases that goes end of support April, 12, 2016. Implement security protocols for customer databases not able to upgrade. (Funding may be required) | 1/16 | 6 months |



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|---|--|------|-----------|
| 2 | Implement Software Update (Medium) – Traffic School IVR hardware is end of life. Develop plan to modify Traffic School application interfaces when Traffic School IVR hardware is upgraded or IVR vendor is replaced. (Capital funding will be required) | 1/16 | 12 months |
| 3 | IM Upgrade/Replacement Assessment (Medium) – Develop a plan to determine the feasibility of redesigning IM or moving it to another platform, like SharePoint (Funding may be required) | 1/16 | 6 months |
| 4 | IM Content Refresh Project (Medium) – Whether IM moves to a new platform or continues under its current technology, a plan is needed to look at all pages and refresh/add/remove content where appropriate | 7/16 | 6 months |

Related Roadmaps

- Databases
- Nashville.gov
- SharePoint

