

**FLORIDA LOCAL GOVERNMENT INFORMATION SYSTEMS ASSOCIATION
TECHNOLOGY ACHIEVEMENT AWARD PROGRAM**



Name of Nominee(s): _____

Nominee's Jurisdiction(s): _____

Submitter Name: _____

Submitter Email _____

Submitter Phone Number _____

Submitter Mailing Address: _____

Submitter City & Zip Code: _____

Submitting for Individual Achievement Award

Jurisdiction Size:

Please note that the jurisdiction size will be determined utilizing the latest information from the Bureau of Economic and Business Research (BEBR bebr.ufl.edu). For special districts, size is based on customer base and not population.

Innovative Leadership in Management of Information Technology

Innovative Use of Technology to Service the Internal Operation of the Jurisdiction

Innovative Use of Technology to Service the Public

Submitting for Collaborative Achievement Award

Please list the Organizations

Description:

Please describe the significant achievement in no more than three pages (excluding any photographs, samples or examples). As much as possible please provide detailed measurable results or observable advancements.

Innovative Leadership in Management of Information Technology

City of Pensacola Technology Resources: A Turnaround Story

Two years ago, the City of Pensacola's Technology Resources Division (then called Management Information Services, or MIS) was in trouble. Its end users weren't satisfied. The division was characterized by a lack of IT governance, a functional helpdesk operation, support for new technology platforms, and project management standards. The new administration was considering outsourcing the City's IT function altogether.

Like many IT operations, the MIS Division was established as part of the Finance Department, but as the organization's use of technology has expanded, so has the division's responsibilities. Today, the division supports a wide variety of services, applications, and equipment across a large and varied customer base which includes both internal customers across the City's various divisions and enterprise operations (including the Pensacola International Airport and the Port of Pensacola), as well as external customers including citizens, the business community, and other stakeholders.

In May 2012, Paul Jones joined the City of Pensacola to lead the division, which he renamed Technology Resources to better reflect its function. Recognizing that technology has become customer-driven rather than IT-driven, Jones has, over the past two years, completely transformed the division into a modern IT operation based a culture of service excellence centered around the Information Technology Infrastructure Library (ITIL) best practices framework.

Reorganization, Governance, and Focus on Security

Recognizing that IT exists not because of technology, but rather to support and facilitate the users of technology, Jones reorganized the department into distinct teams with clear responsibilities and accountability, including individual and team goals. Jones created and began the implementation of a three-year strategic plan ([link](#)), marking the first city-wide effort toward a strategic IT planning process.

To provide oversight and governance, Jones implemented a multi-tier technology governance model, led by an IT Governance Board with representatives from City Administration and other leaders from senior management across the organization's different departments and enterprises. This allows decisions to be made collaboratively based on strategic business alignment with the City's overall goals and objectives, rather than in a departmental silo.

In order to create a much lacking security-conscious culture among Technology Resources staff and all users of City technology assets, Jones arranged for all Technology Resources staff to complete mandatory Security+ training and for all City staff members to complete a mandatory Security Awareness training. Jones also began systematically addressing the City's lack of clear IT

and security-based policies, developing an Acceptable Use Policy, Information Security Policy, Vendor Security Policy, and others.

A Culture of Service Excellence

IT is, at its core, a service-driven enterprise. In order to provide Technology Resources' customers with better, faster, and more efficient service, Jones developed a centralized helpdesk operation, with a service workflow based on ITIL principles and a web-based ticketing system built on the open-source Spiceworks platform. Jones has emphasized customer service skills, providing training and asking technicians to use plain English and eliminate technical jargon when dealing with end users. This year, all Technology Resources staff completed ITIL Foundation training in order to better understand the ITIL service management framework and lifecycle.

Communication is critical in providing excellent IT service but traditionally has not been an IT strength. In order to improve communication between IT and stakeholders, Jones implemented a number of new initiatives, including:

- A bi-monthly Technology Resources newsletter to inform stakeholders about IT initiatives, projects, training opportunities, and more.
- A consistent release and deployment management process to inform users about new and updated processes and technology
- A consistent process for downtime and maintenance notifications to provide users with advance notification of any impacts to services
- Departmental communication and customer service training
- Establishing individual goals based on successful communication and customer satisfaction results

Infrastructure and Customer-Centric Applications

Jones also completed an exhaustive review and risk assessment of the City's network and technology infrastructure, as a result of which he undertook several updates and enhancements. The City's 10-gigabit fiber backbone was completely reconfigured to provide increased redundancy and failover capabilities. Jones also implemented a three-tiered backup and recovery system with redundant data centers and added backup power generators at all remotely-connected facilities. Network infrastructure at remote locations was physically secured in locked cabinets. An improved event management and alert system was also implemented. In order to verify the integrity of the network, Technology Resources, via a third party, conducts periodic penetration tests, and risk assessments.

A major effort was undertaken to get feedback and understand the needs of all City stakeholders and most importantly our citizens. Based on these results, Technology Resources has

implemented and begun to support, both internally and through vendors, a number of applications and services which customers have requested and which meet the business objectives of the organization. Technology Resources has been providing support for the City's 311 service, which enables citizens to easily report issues or submit requests for service, since the service's inauguration, and last year helped the Mayor's Office identify solutions for a 311 web interface and mobile app. The CityView application, supported by Technology Resources GIS staff, was launched last year to provide both internal and external customers with easy access to a multitude of map-based data layers. Technology Resources staff also worked last year to launch a redesigned, easy-to-use City of Pensacola website, incorporating new customer-centric features like customizable email notifications and the ability to submit and view public records requests online. The redesigned City website was recently ranked third out of 47 Florida cities reviewed by the First Amendment Foundation for their Report Card on Local Government Website Transparency.

Continual Service Improvement

One of the most critical elements to Technology Resources' culture of service excellence is the concept of continual service improvement. Because what isn't measured can't be managed, Jones established both team and individual goals, and performance reviews are completed on a monthly basis. Key performance indicators based on business-driven success factors and customer service metrics were also established. Key management staff as well as specific user groups is periodically surveyed. In a recent survey, members of the City's key management staff rated their overall satisfaction with Technology Resources support at 4.87 out of 5.

Technology Resources staff has also worked to form closer relationships with user groups, establishing superuser groups and regular user feedback sessions, and providing more frequent training opportunities, including informal "lunch and learn" sessions. Departmental newsletters also contain "tech tips" sourced from end-user questions or frequent issues.

Jones' leadership has transformed the Technology Resources Division into a well-respected and valued business unit within the organization. Within two years, Jones has established both a robust technology infrastructure and a strong culture of service excellence. With these assets in place, the City of Pensacola's Technology Resources Division will not only continue to improve, but will continue to focus on bringing value to all users by looking for innovative ways to better use our technology tools, automate processes, and turn our large amounts of data into useful information that will help our leadership better serve all stakeholders.