

# Final

## County of Maui, HI

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### IT Assessment – GIS / Land Management Workshop

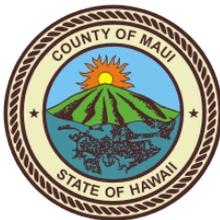
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Prepared for



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## Agenda

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- Project Context and Workshop Objectives
- Geospatial Program – Finalizing the Strategic Vision/ Mission
- Geospatial Program – Defining a Governance Structure
- Best Practice Approach for Governance Standards and Policies
- Planning Next Steps

## Meeting Purpose and Objectives

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- Discussion to validate previously examined Land Information Program objectives
  - Including defining the strategic vision/mission statement, business drivers, guiding principles, and key opportunities
- Review the Projected Roadmap and Plan
  - Including establishing a Governance structure (Steering Committee, Roles and Responsibilities) and defining Standards / Protocols (data management, applications, support)

# Project Context and Workshop Objectives

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## IT Assessment – GIS / Land Management Workshop

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# Our Understanding of the Business Context and the Objectives

## Business Context

- Maui County executives understand the important role that technology plays in helping the County realize its key strategic objectives in becoming an efficient, effective and responsive government
- Maui County executives appreciate the fact that resources are limited and that technology investments must be properly aligned to support key strategic business objectives
- Before making considerable investments in people, apps and infrastructure, Maui County leadership wishes to complete a comprehensive assessment of its current information technology (IT) needs and capabilities in order to develop and prioritize a near term and longer term IT investment strategy
- Maui County has engaged Gartner to provide an independent and objective assessment of the current situation and make detailed, practical and actionable recommendations for a path forward

## Objectives

### IT Strategic Assessment

- How well is the County of Maui's IT Services Division positioned and prepared to meet the needs and expectations of the County today and in five years?
- What structure, tools, and resources will the ITS Division need to have in place to meet those needs?
- What actions will need to be taken to ensure ITS is ready to support the organization with suitable services?

### Enterprise Land Info Management Assessment

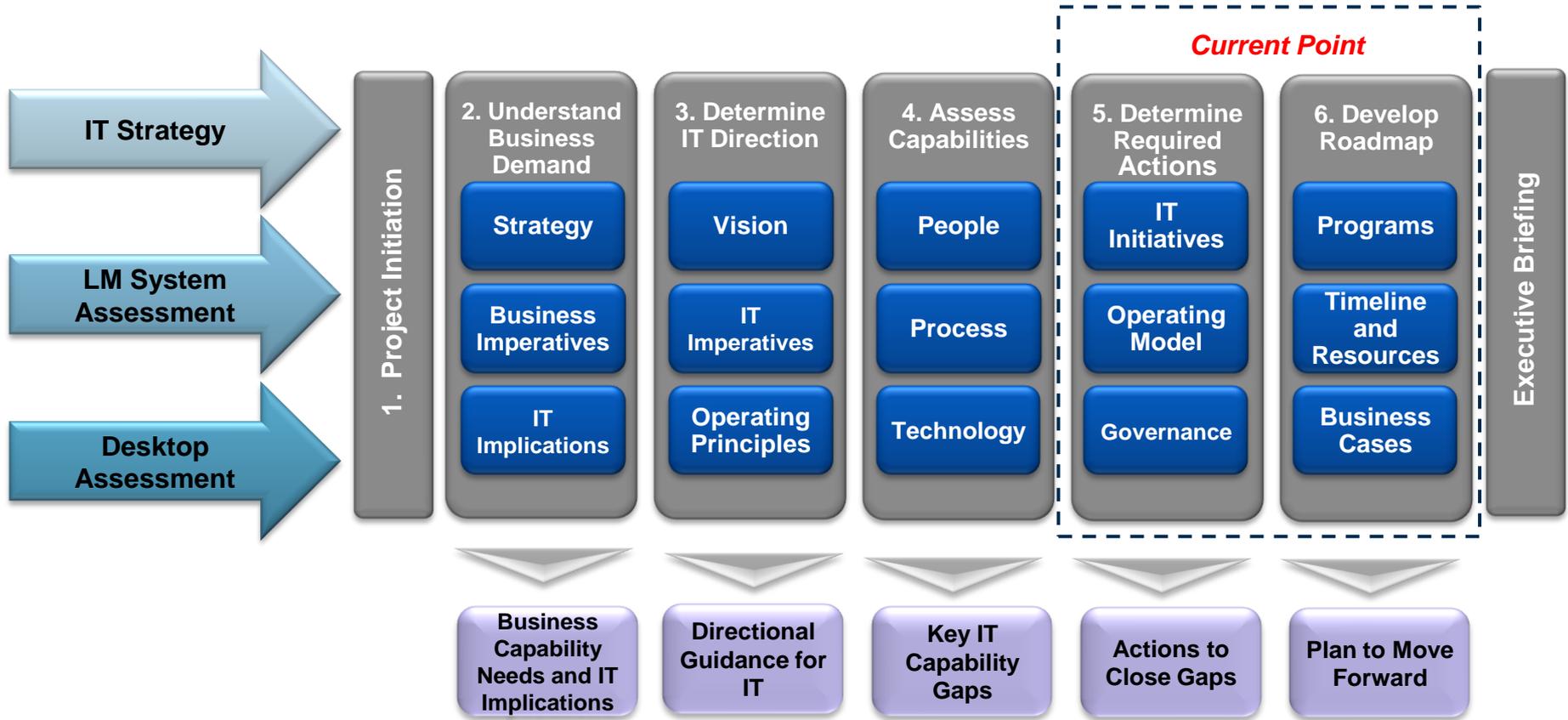
- *Understand the current state of the Land Management Systems*
- *Understand capabilities of new generation Real Property and Development Management Systems*
- *Understand what ITS needs to do to be prepared to meet the needs and expectations*

### End User:

- Determine the appropriate end-user environment for Maui County
- Assess available technologies against County needs, evaluating both 'traditional' and emerging technologies

## Assessment Methodology and Current Status

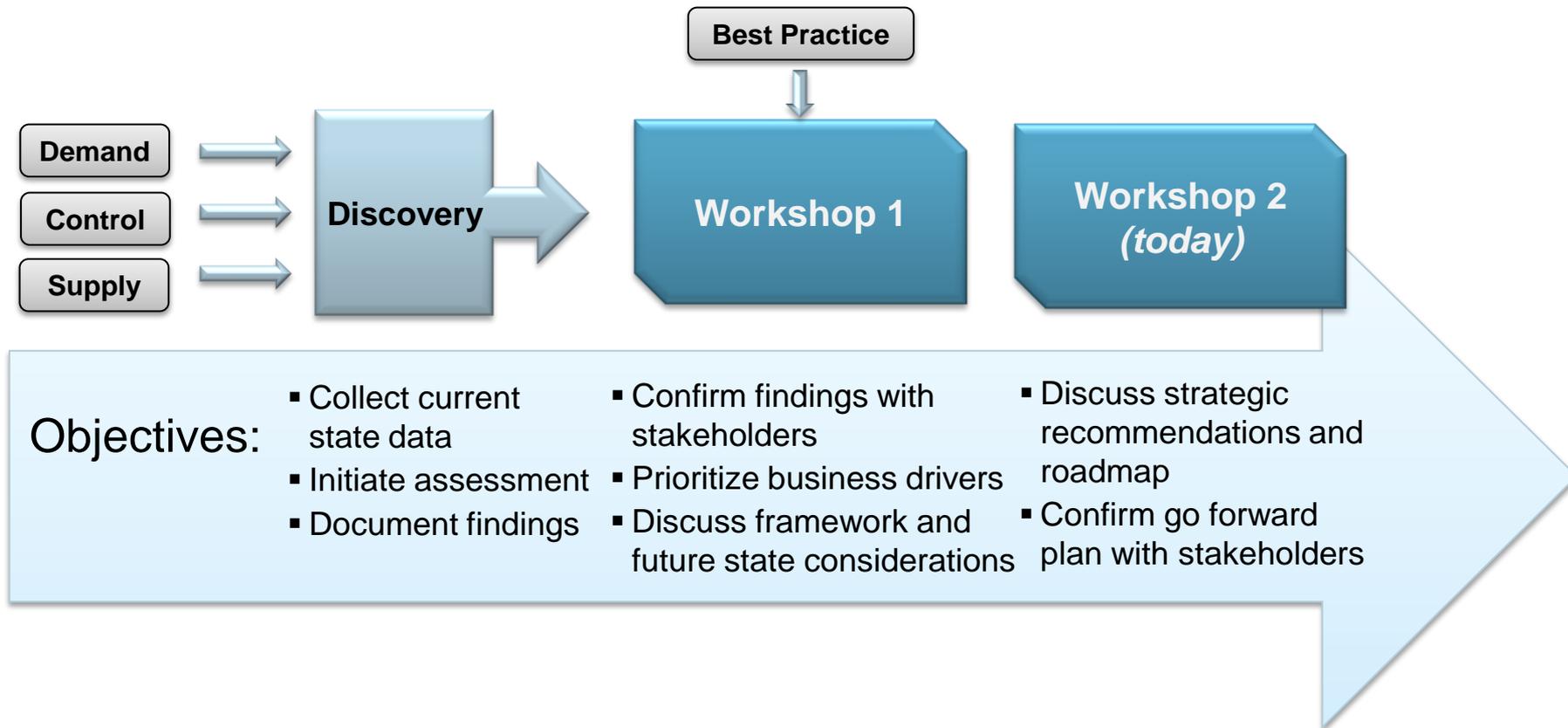
To meet Maui County's time and budget objectives, Gartner is applying our assessment methodology to manage each of the three work streams in parallel to meet the County's objectives and complete each of the deliverables described in the County's Statement of Work. This allows us to be comprehensive in our approach while making the best use of stakeholder time.



# Gartner's Project Approach

## Structure and Process For the Project

- The workshops will contain the following focus and objectives:

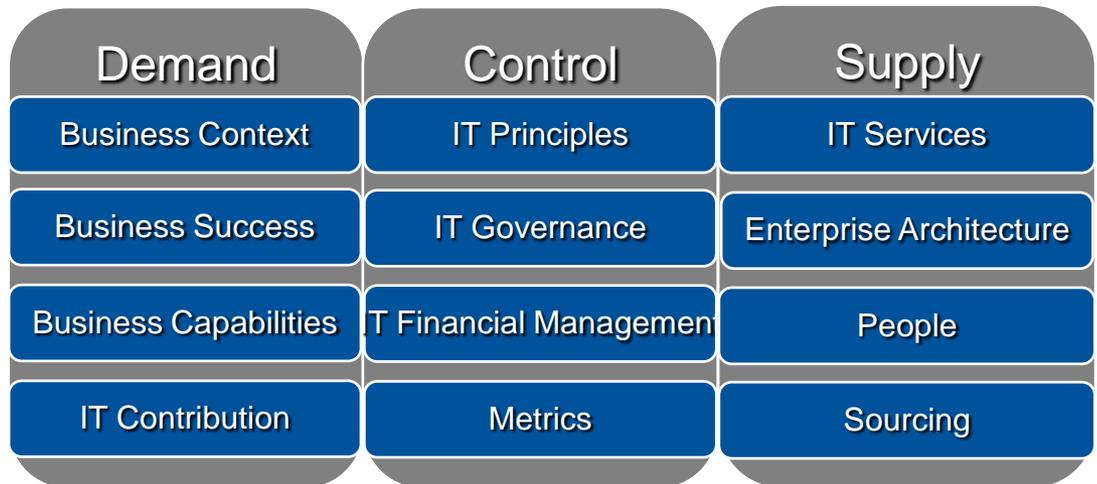


## Gartner's Assessment is Based on our Strategy Framework

- Gartner has validated the current state assessment of Maui's county-wide geospatial capabilities
- Focus is to leverage the below framework is ensuring the future approach covers all the major strategy components

A sustainable IT strategy should ensure that IT resources are linked with business demand

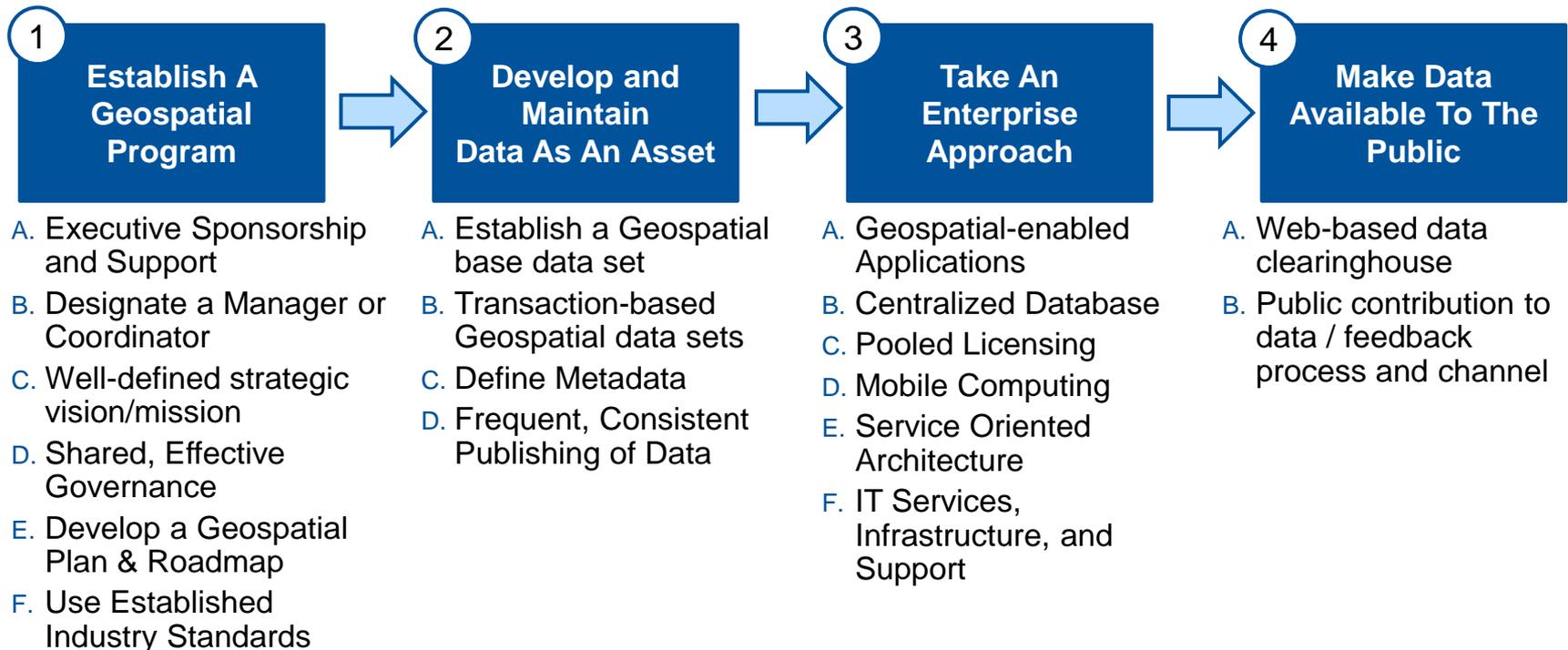
- **Demand:** What does the County need, and how will IT contribute?
- **Supply:** What capabilities will IT provide to meet that demand?
- **Control:** How will the County and IT *balance* opportunities for growth, optimization, and risk-taking given changing demand conditions and with the appropriate investment in supply?



# Geospatial Program Approach

## Progressing Maui's Program

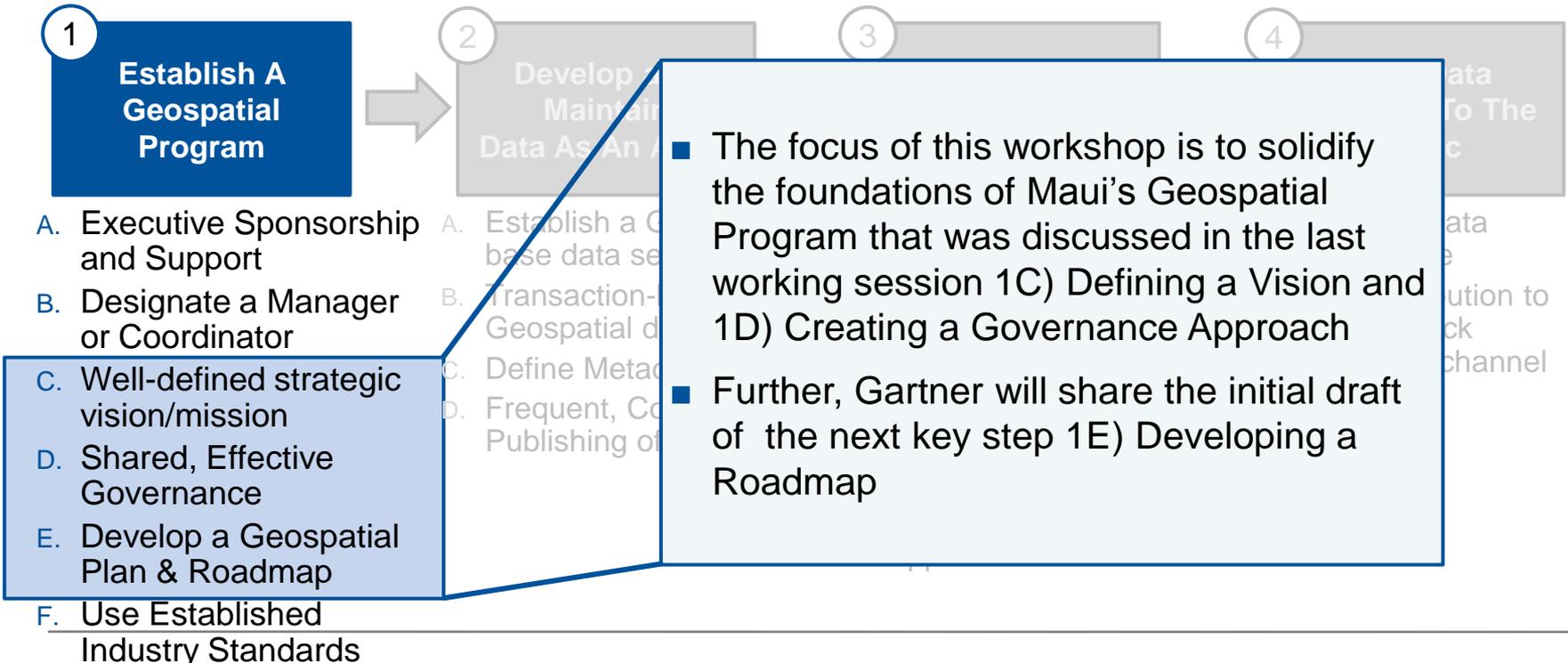
- A leading industry standard approach to define a geospatial program is shown below
- Maui agreed that the success of the program is dependent upon the continuous input and involvement of Land Information stakeholders from throughout the County



# Progressing the Geospatial Program

## Phase 1 Focus for Maui

- In the last workshop, we discussed that Maui's Executive Management must define its 1A) Executive Sponsorship and assign a 1B) Program Manager / Coordinator
- Maui's future program team / committee must define 1F) Industry Standards to Use
- The vision, principles, and commitment for the program must be agreed to be all stakeholders before decision for governance, standards, and technology can be made



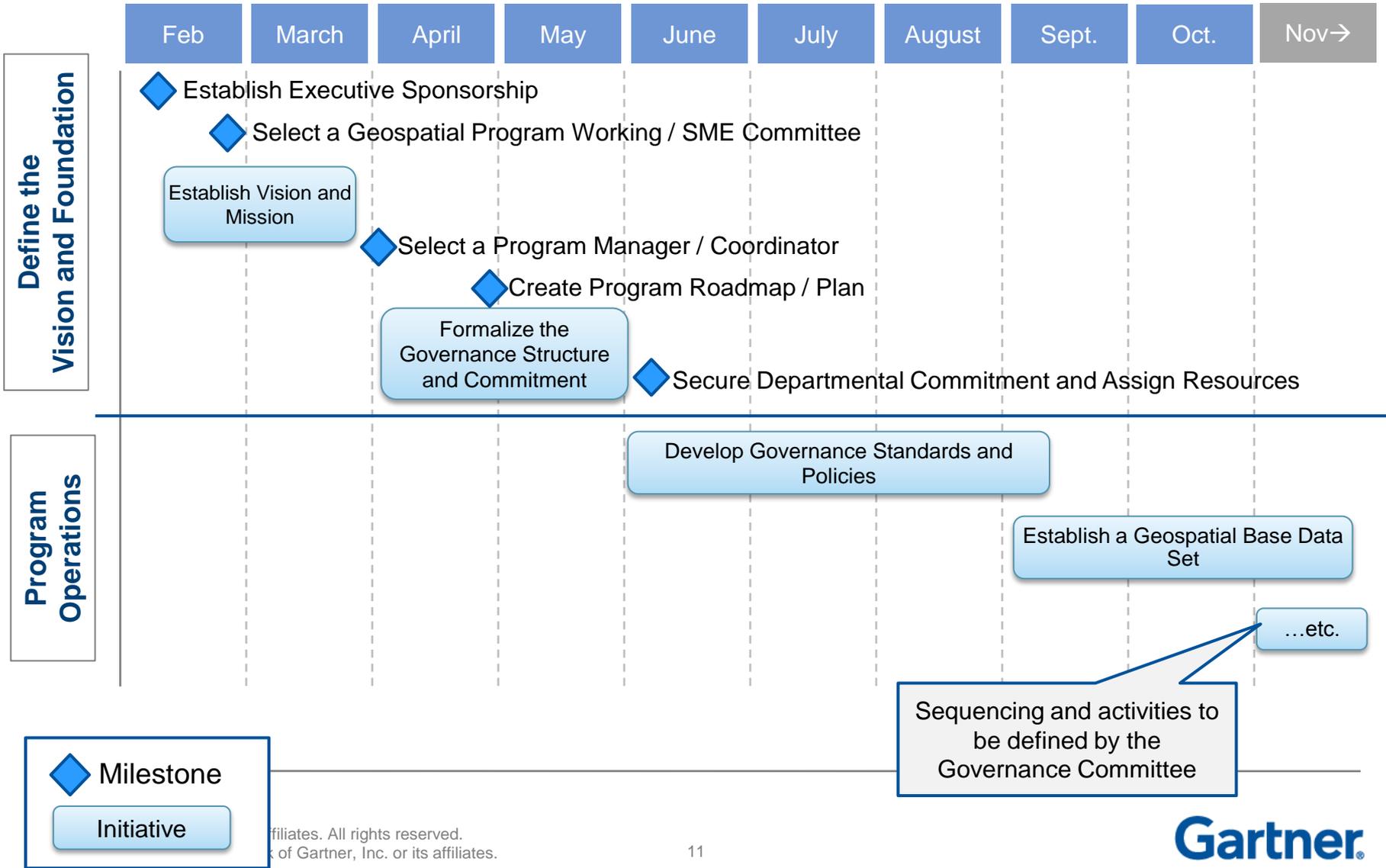
# Geospatial Program Plan

## Suggested Initiatives and Milestones – Description

Activity	Additional Details
Establish Executive Sponsor	Milestone
Define a Geospatial Program Working / SME Committee	Milestone
Establish Geospatial Program Strategic Vision and Mission	- Finalize Business Drivers, Opportunities, Mission Statement and Guiding Principles
Select a Program Manager / Coordinator	Milestone
Create Program Roadmap / Plan	Milestone
Create the Geospatial Governance Committees and Structure (Decision-Making)	<ul style="list-style-type: none"> <li>- Define Decision–Making structure, ownership, and scope</li> <li>- Document decision making responsibilities</li> <li>- Document roles and level of involvements</li> </ul>
Secure Departmental Commitment and Assign Resources	Milestone
Develop and Socialize the Governance Standards and Policies	<ul style="list-style-type: none"> <li>- Establish Data Creation and Mgmt Standards</li> <li>- Establish Data Sharing Policy and Processes</li> <li>- Define Technology Standards</li> </ul>

# Geospatial Program Plan

## Suggested Initiative Roadmap and Milestones



# Geospatial Program – Finalizing the Strategic Vision/ Mission

IT Assessment – GIS / Land Management Workshop



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## Defining Maui's Geospatial Program

### Approving the Vision for the "Land Information Program"

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- The Strategic Vision articulated through the Mission Statement and Guiding Principles must clearly define the future state target
  - Must take into consideration the current-state capabilities, available technologies and standards, and industry best practices
  - Should be restricted by realistic availability of resources, including funding and staffing limits
- In the last workshop, the business drivers and opportunities were expanded (next slide)
  - Follow up survey helped further validate and define these elements

# Maui's Current Business Drivers and Opportunities (Demand Side)

## To Finalize In Workshop

### Maui Citizens / Business

- Want direct and more immediate access to data
- “Customer is the workflow” by working with various County departments – the cross departmental processes can be confusing and not user-friendly
- Ability to do dynamic and thematic mapping and analysis
- Lack ability to submit and track service requests online, no “push” of data
- Improve data quality through greater transparency and involvement with public
- Simply processes and sources necessary to define the “single source of truth”

### Resources

- Lack of knowledge transfer across departments
- No clear process and service levels for functional and technical support
- Ability to define SLA and track metrics for support to drive improved performance and vendor management
- Limited GIS hardware / infrastructure expertise in County

### Key Opportunities

- Develop clear **policies and standards** for data management / security / sharing protocols, for both internal and public access
- **Define balance of centralization and autonomous** management of infrastructure, data, licenses, support, etc.
- Increase capabilities for data **integration / sharing**
- Improve **knowledge transfer, training, and collaboration** county wide
- **Modernize** hardware and software solutions
- **Automate** workflow and processes internally and for external customers
- Increased **transparency** of available services

### Maui County

- Lack of data governance policies, standards, and administration for data management /sharing intra and inter departmentally
- No County strategy for sharing data to public for self-service / consumption
- No data regarding costs for solution management and services, to help drive intelligent decision making and prioritization (e.g., cover recovery for investment)
- Ensure digital records for all relevant data being created that could map to TMK

### Technology Issues

- Outdated / insufficient software and hardware solutions
- Limited integrations with adjacent systems
- Software solutions not user-friendly
- Disparate instances of GIS / LI installations
- Integration should be business process driven
- Network must be able to support processing needs
- Enable controls and standards through solution capabilities

## Maui's Mission Statement for the Program (Demand Side)

### *To Finalize In Workshop*

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- **Objective:** Establish a consensus statement that supports the Land Information program and represents the culture and objectives of Maui's stakeholders
- During the last workshop, the program branding was updated from a GIS / Land Management or Geospatial Program to be a "Land Information Program"
- **Updated Mission Statement:**

“To develop a practical, collaborative Land Information program that enables and improves the service capability of all County of Maui departments for its employees, citizens and visitors. The program will be based on leading and sustainable geospatial technologies that benefit internal capabilities and external services, with a focus on sharing and standardizing data, defining standards and processes, and optimizing self-service.”

## Guiding Principles Will Decision Making for the Program (Control side) *To Finalize In Workshop*

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- **Objective:** Identify the key cultural and business priorities among stakeholders and define the principles that help achieve them
- **Updated Guiding Principles:**
  - Invest in collaborative technologies and infrastructure
  - Outline and support a cooperative environment among departments, as well as departmental independences and business goals
  - Establish policies based on shared data, processes, and technology
  - Be accountable through defined service levels and quality metrics
  - Dedication to customer service and customer satisfaction for all size / sophistication of customer
  - Use leading technologies (e.g., explore cloud-computing solutions)
  - Enable self-service capabilities
  - Build towards a single face of government for County of Maui customers
  - Do not inhibit current service levels provided to public

# GIS / LM Assessment - 2<sup>nd</sup> Survey Findings

## Synthesis of Risks, Challenges and Mitigation

Risks and Challenges	Mitigation Strategies
<p><b>Communication and Cooperation:</b></p> <ul style="list-style-type: none"> <li>▪ Future-State Vision will not be clearly communicated</li> <li>▪ Change Management - getting cooperation from all entities</li> <li>▪ Focus on Land Info Systems will distract from other critical issues (HW, networking, storage, and SW)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assign responsibility for communications and change management to GIS Program members</li> <li>▪ Conduct proactive two-communications with divisions to ensure buy-in and feedback</li> </ul>
<p><b>Data Sharing &amp; Security Standards:</b></p> <ul style="list-style-type: none"> <li>▪ Policy to address and govern sharing data with the public</li> <li>▪ Homeland security issues for public access</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mandate program governance includes input from all departments and considers all relevant policies and legislation</li> <li>▪ Set standards for key needs, e.g., sharing/providing metadata, infrastructure / SW upgrades</li> </ul>
<p><b>Technology Capabilities and Adoption:</b></p> <ul style="list-style-type: none"> <li>▪ Application is user-friendly and is a common platform for data from different, yet inter-related departments</li> <li>▪ One common application's ability to serve the many differing needs of each department</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct project demos and pilots involving cross-department team</li> <li>▪ Require User Acceptance Testing and sign-off for solutions</li> </ul>
<p><b>Commitment and Execution:</b></p> <ul style="list-style-type: none"> <li>▪ Conversion of existing data</li> <li>▪ Long-term commitment to complete multi-year effort</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure County Executive / Department Directors provide support to help drive the project and ensure accountability</li> </ul>
<p><b>Service:</b></p> <ul style="list-style-type: none"> <li>▪ Maintain current service levels provided to citizens</li> <li>▪ Understand needs of citizens and business of County, define and support needs for all sizes / types</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluate business impact of all policies, processes, and projects</li> <li>▪ Require committee level sign-off for projects</li> </ul>

## GIS / LM Assessment - 2<sup>nd</sup> Survey Findings (cont.).

### Level of Commitment

- Of the six responders to the 2<sup>nd</sup> GIS / LM Assessment Survey, four indicated a desire to have a High level of involvement, and two indicated Medium involvement
  - Maui must gather feedback from all departments

Participation Level	Departments
<b>High:</b> Responsible for and involved in most decision making / 16-24 hours per month	<ul style="list-style-type: none"><li><i>Environmental Management</i></li><li><i>GIS</i></li><li><i>Finance – Real Property Tax</i></li><li><i>Planning</i></li></ul>
<b>Medium:</b> Responsible to make or provide input for some decision / 8-16 hours per month	<ul style="list-style-type: none"><li><i>Water Supply</i></li><li><i>Public Works</i></li></ul>
<b>Low:</b> Some involvement, but minimal decision making / 0-8 hours per month	<ul style="list-style-type: none"><li><i>Maui Fire? (tbd)</i></li><li><i>Maui PD? (tbd)</i></li></ul>

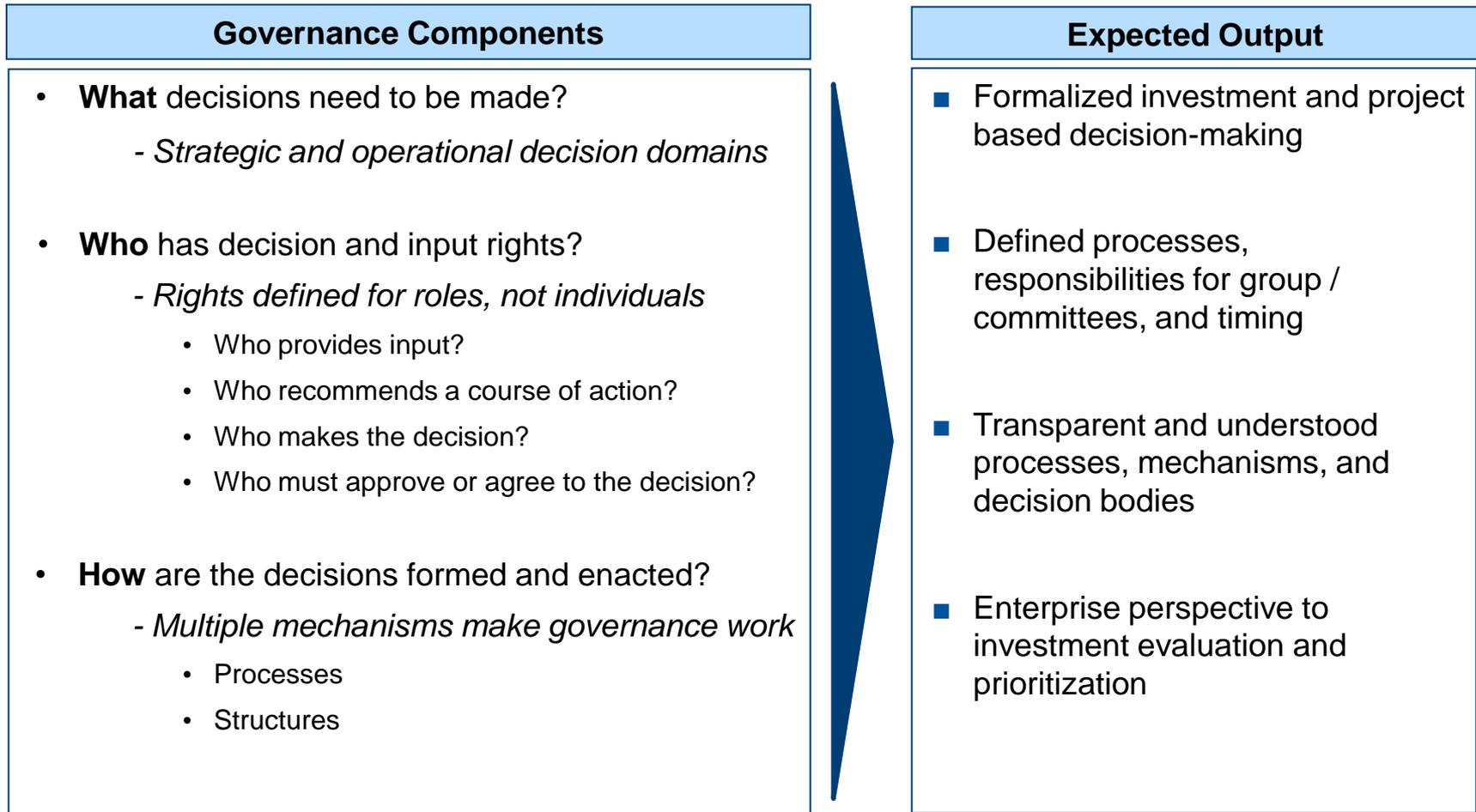
*What is the level of commitment from the other departments?*

# Geospatial Program – Defining a Governance Structure

## IT Assessment – GIS / Land Management Workshop



Governance has three major components (Who, What, and How), and regardless of the structure and ownership, the goal is to have clarity in decision-making



# Creating a Governance Framework for Maui

## Defining the Foundational Elements

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- Mission Statements and Guiding Principles must help inform the decision-making processes and structure
- Multiple governance styles exist, with varying degrees of autonomy, decision rights, and resource requirements
  - Must define the roles of business users and IT
- Industry Best Practices should be reviewed to help inform decision making processes

# Validating the Approach

## Transition to the a Hybrid Governance Models

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- Centralized Governance
- Current trend in public sector agencies
  - One powerful department defines the Governance of Land Information systems, such as technical protocols, sharing of data, management and maintenance of data, infrastructure, and heavily influences business decisions of data creation and usage.

- De-Centralized Governance  
*(Current state of Maui)*
- Each department manages and maintains disparate Governance practices for Land Information systems
  - Data sharing, transparency, predictability, and efficiency is limited

- Hybrid Centralized Governance  
*(Future state of Maui)*
- Most common approach for agencies similar to Maui County in size and operation
  - A consortium of GIS-leveraging departments develop a hybrid centralization approach to the Governance
  - An IT department owns the Land Information systems, standardizing infrastructure, applications, and data sharing
  - Individual departments own the creation and maintenance of individual data layers and data sets

# Governance Discussion

## Decision-Making Structure

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### Description

- A decision-making structure should define the governing bodies and structures for decision making as it pertains to geospatial data, data sharing processes, service offerings, infrastructure, resource allocation, etc.
- A proper decision-making structure should be right-sized – neither too big, too bureaucratic, or too program-specific – for the specific Land Information Program needs of Maui in order to be timely and effective

### Considerations

- Who are the creators and consumers of Geospatial data?
- How reliant is each business on Land Information data sets?
- How are revenues and expenses impacted by the frequent and consistent access to updated Land Information data?
- How do current business-critical applications leverage Land Information systems?

### Expected Benefits

- Clear and single-point for decision-making
- Provides consistent decision-making process and participation in a timely fashion
- Provides business-oriented decision-making framework

# Land Information Program Governance Structure Must Clearly Define Roles and Processes

## ■ Program Steering Committee:

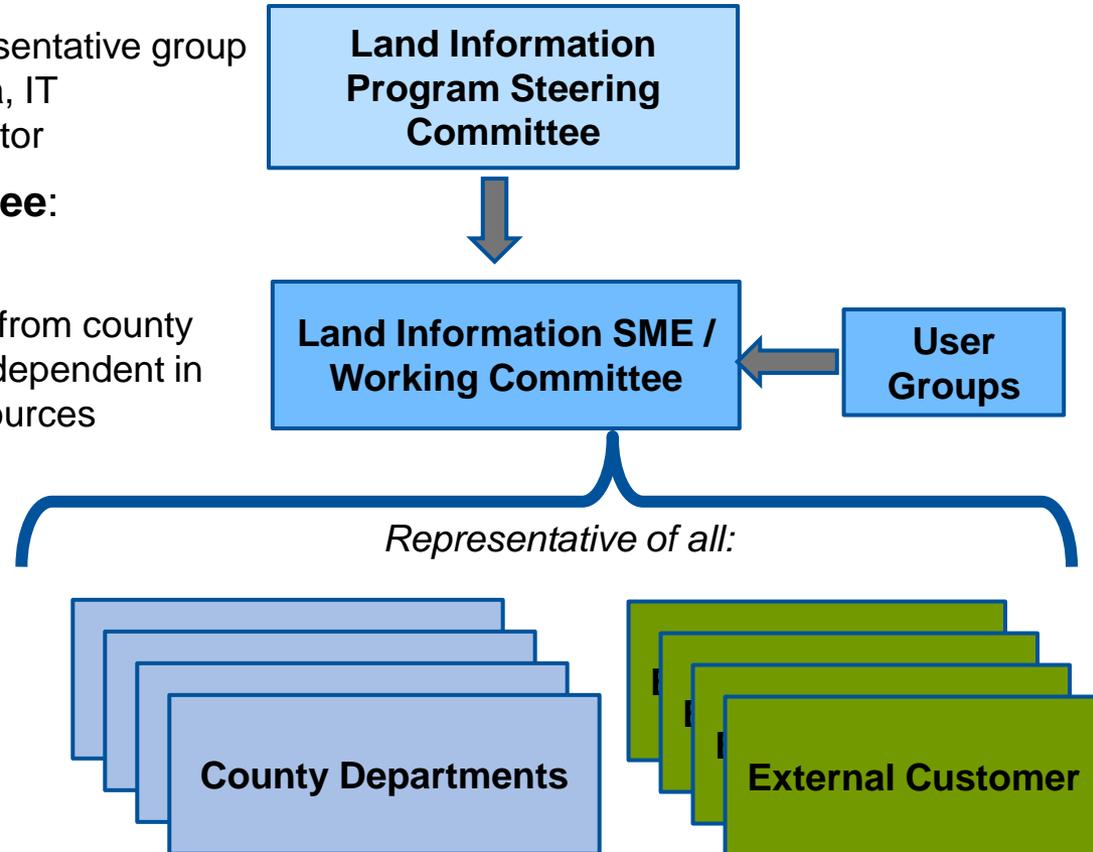
- Chaired by Executive Sponsor
- Participants: Leadership from a representative group of county departments using GIS data, IT Leadership, and the LI Program Director

## ■ Program SME / Working Committee:

- Chaired by the Program Director
- Comprised of experts and leadership from county departments heavily invested and/or dependent in Land Information systems and IT resources

## ■ User Group(s)

- Assign lead resource(s) to drive committee
- Consortium of typical “end users” of data (potentially including external users), not owners / creators



# Land Information Program Governance Structure

## Key Responsibilities for the Land Information (LI) Program Committees

### Program Steering Committee

- Define the target / to-be state of the LI Program
- Conduct annual planning / prioritizing of activities and objectives, including iterating the Strategic Mission and Principles based on evolving technologies and county business needs
- Approve and Prioritize investment in county wide projects
- Serve as Escalation Point for resolving data management or decision making issues

### Program SME / Working Committee

- Evaluate projects requests, ensuring compliance with tech standards, process standards, etc.
- Evaluate new and emerging technologies
- Evaluate industry best practices and how they can be applied in Maui
- Assess and prioritize minor enhancement and maintenance efforts and the County Wide Impact
- Serve as a channel liaison between the LI Program and Business / End Users
  - Inform the LI Program on the state of business needs
  - Inform the Business on capabilities and constraints of LI Program

### Land Information User Group(s)

- Can be created for short or long term needs (e.g., assess / test new software)
- Provide insight from from daily user perspective on challenges, opportunities, etc.
- Inform County LI Committees on technological initiatives / be a “sounding board”
- Provide feedback to County LI Committees on industry/business needs and patterns
- Inform the Program of evolving knowledge management and training needs

# Land Information Program Governance Structure

## RACI Diagram – Initial Draft

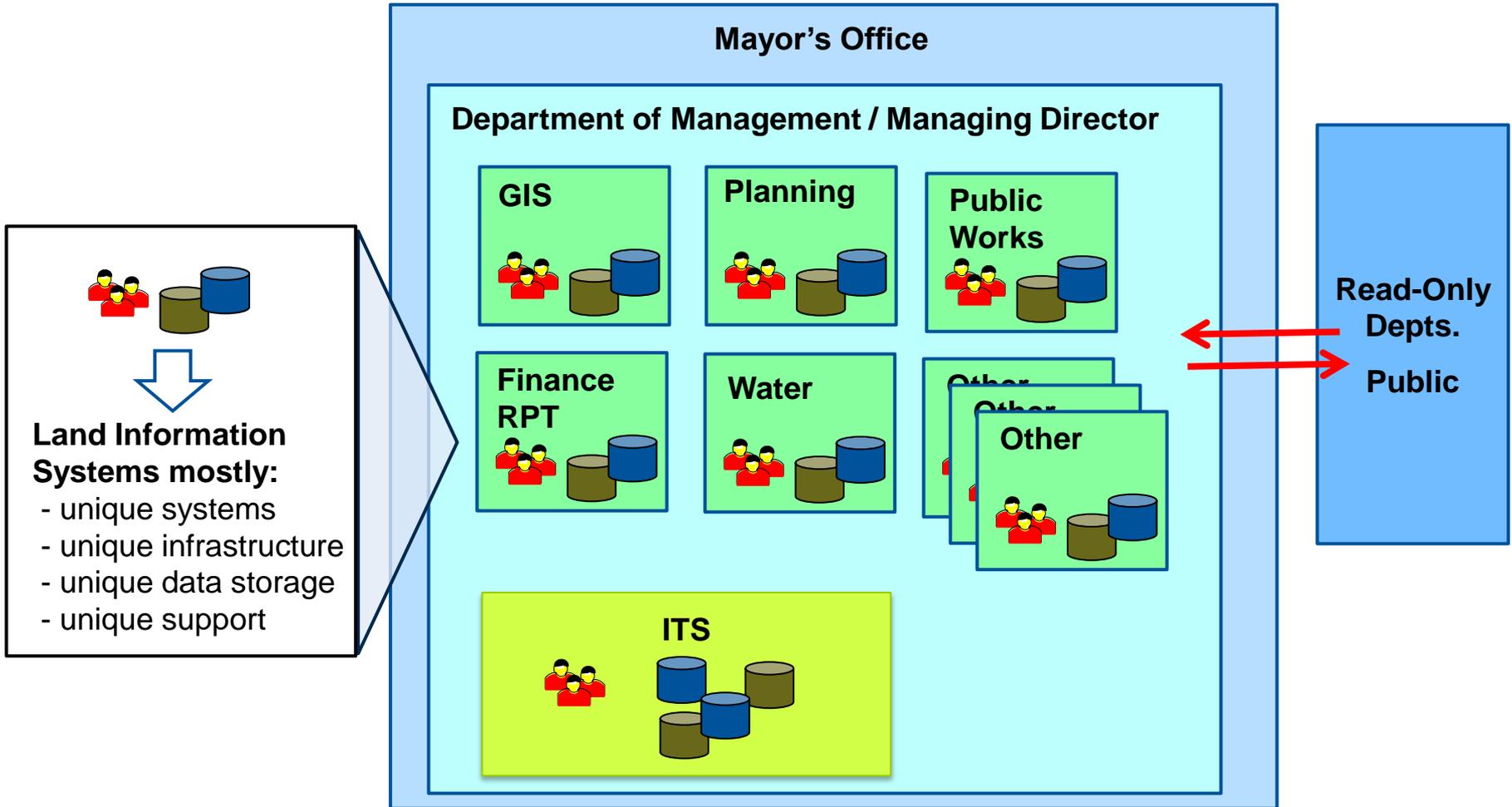
<b>Roles and Governance Bodies &gt;&gt;&gt;&gt;&gt;&gt;&gt;</b> <b>R</b> – Responsible for executing the process or function. Can be shared. <b>A</b> – Accountable and responsible for the effective performance of the process, may need to provide approval. Only one “A”. <b>C</b> – Consulted/Contributing to the process/function. Requires two-way communications. <b>I</b> – Informed about outcome of the process or activity. One-way communications.	LIP Executive Steering Committee	LIP Working Committee	ITS	LIP User Group	Public / External Users
Activity /Process					
<b>Application Portfolio Management</b>	A	R	R	I	C
<b>Project Evaluation / Approval (Funnel)</b>	A	R	R	I	
<b>Risk and Compliance Tracking</b>	C	A, R	C	I	
<b>Multi-Sourcing/ Vendor Management</b>	C	A	R		
<b>Knowledge Management/ Training</b>	I	A	C	R	C
<b>Manage Governance Communications</b>	A	R	C	I	I
<b>Application and Infrastructure Support</b>	I	C	A	I	I

## Time / Resource Commitment (Estimates)

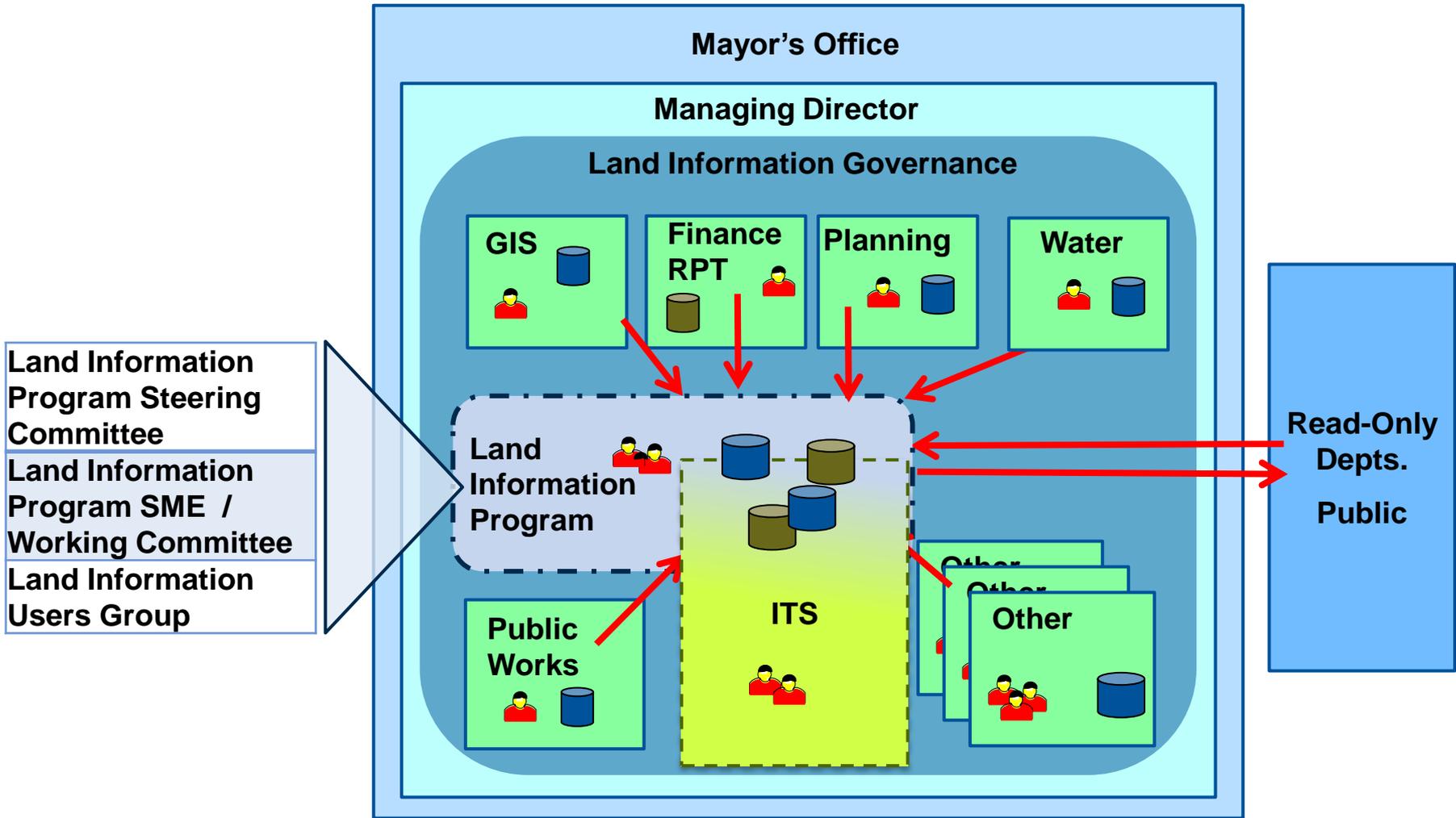
	Hours / Month (Per Resource)	Meeting Frequency
<p><b>Land Information Program Steering Committee</b></p> <p>Typically 1 Executives Per Dept., comprised of:</p> <ul style="list-style-type: none"> <li>▪ Exec. Sponsor (Chair), LIS Program Manager, Department Directors, and ITS Director/Senior Staff</li> </ul>	4-8	Monthly - Quarterly
<p><b>Land Information Program SME / Working Committee</b></p> <p>Typically 1-2 Senior Staff / SME Members per Dept., comprised of:</p> <ul style="list-style-type: none"> <li>▪ Program Manager (Chair), Program Assignees (working team) SMEs (advisory/liaison), ITS Staff</li> </ul>	16-24	Bi-weekly - Monthly
<p><b>Land Information Users Group</b></p> <p>Typically All Interested users Invited (may have a max of per Dept.):</p> <ul style="list-style-type: none"> <li>▪ Chaired by Program Manager (or Committee designee), Program Assignees, ITS Staff</li> </ul>	8-16	Bi-weekly - Monthly

# Current State

## Departmental Operations with ITS Supporting Platform



# Future State – Example Right-sized Governance for Enterprise Approach



# Best Practice Approach for Governance Standards and Policies

Including a Case Study Example



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## Develop Standards and Policies

### Foundational Elements for Program Governance

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Overview of what is covered in this section:

- In order to define appropriate decision making processes, bodies, and standards that will subsume a successful Geospatial Program Governance model, we will now address these three foundational elements:
  - 1) Data Creation & Management Standards
  - 2) Data Sharing Policy and Process
  - 3) Technical Standards
- Review Governance Considerations for Maui
- Relate to an actual case study

# Governance Model Explained

## Scope of Considerations and Topics to Be Evaluated

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<b>Application Development and Integration</b>	Which personnel and/or departments have the skill and functional objectives to perform app development and integration? What systems require integration?
<b>Data Collection, Conversion and Management</b>	In order to centralize systems onto common platforms, data conversion and management will be ongoing concerns that require a well-defined plan.
<b>Infrastructure and Architecture Management</b>	What type of infrastructure and architecture is needed to support the modernized and centralized systems?
Server and Networks	Can existing servers and networks support the plan? Lifecycle status?
Clients	Are workstations or other user interfaces sufficient? Are you moving to a web-based offering
Business Layers	What are the functional requirements to be met by the business layer?
Enterprise Service Bus	What type of ESB is required to interlink and enable data interchange?
Data Systems	What are your data storage and maintenance requirements?
<b>Support Structure, Skills, and Training</b>	What will it take to properly staff the support of a centralized system?
<b>Funding</b>	How much and where will the funding come from?
<b>Decision Rights</b>	Who owns the decision rights for the business and technical infrastructure?

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# Governance Model Explained

## Data Creation and Management Standards



### Description

- Data creation and management standards for Geospatial data systems is about more than the technology and sharing standards. This needs to be a sub-set of an over-arching information management protocol for all County IT systems.
- An effective data creation and management standards program will include not only technology and data management standards, but also parameters surrounding data security, infrastructure, and regulatory requirements.

### Considerations

- What are the current process and protocols across departments?
- What data standards are currently in use by each GIS data layer creating entity?
- How will the County's GIS Program be positioned with respect to the State's GIS Program?
  - When / how should Maui adopt State protocols? What are Maui specific needs?

### Expected Benefits

- Leverage efficient and successful data managing models
- Streamline and simplify dissemination of GIS datasets across participating departments
- Define a building-block for a Maui County GIS clearinghouse
- Reduce duplicate efforts in creating and maintaining data sets
- Streamline effort to provide datasets to the State's GIS clearinghouse

# Governance Model Explained

## Data Sharing Policy and Process

1. Data Creation and Management Standards

2. Data Sharing Policy and Process

3. Technology Standards

### Description

- A data sharing policy and process can define how participating agencies can create, share, and consume their Geospatial data sets.
- These must be tailored to define an approach that makes sense based on the County's individual needs, businesses processes, and capabilities.
- Can define sharing across departments and potentially within departments

### Considerations

- How can the County leverage the State's policies and processes?
- What existing standards, either defined or implied, can be leveraged?
- What barriers or challenges exist that need to be addressed that may adversely impact the ability to ensure standards are adopted and implemented?

### Expected Benefits

- Clear expectation of a set of transparent, repeatable processes
- Increased access to available data sets
- More Informed Functional Units
- Centralized library of Geospatial data

# Governance Model Explained

## Technology Standards

1. Data Creation and Management Standards

2. Data Sharing Policy and Process

3. Technology Standards

### Description

- Technology standards are an essential backbone to the development to effective enterprise Governance
- Standards can be leveraged from different data sources, such as the Fed Geographic Data Committee (FGDC), the Open Geospatial Consortium (OGC), or even the State of Hawaii's GIS Program
- The existence of industry standards presents opportunities for leveraging these data practices to create an effective program, this becomes a challenge if not all data-creating entities use the same standards

### Considerations

- How will the County's technology integrate with the State's GIS functions?
- What technology standards are currently in use by each GIS-community?
- What common GIS datasets are applicable to the quorum of Geospatial users (i.e. define the base layers and owning entities)?

### Expected Benefits

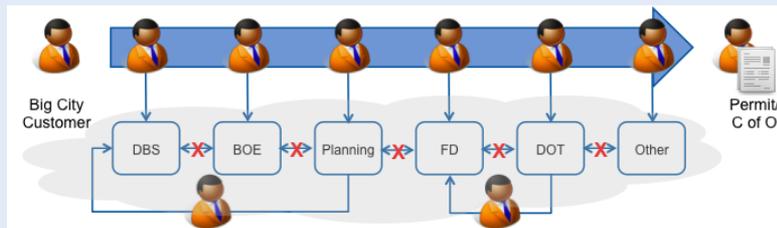
- Improved and streamlined data access and sharing capabilities
- Centralized and minimized support resources and skill-sets
- Improved ease of integration for land information systems

# Governance Discussion – Case Study

## Highlighting Standards for Data Creation, Data Sharing, and Technology

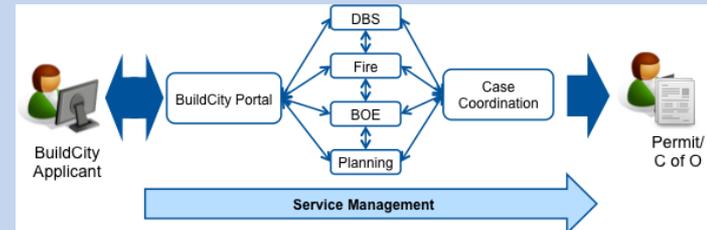
- With its “BuildCity” initiative, a Big City is moving from a City centric approach for development services to a customer centric business model
- To that end, the City is establishing a series of end-to-end Services that allow customers, homeowners, developers to interact with the City through a single portal and request bundled services tailored to the nature of their project
  - As an example, to obtain a Certificate of Occupancy the customer will submit a single application for all necessary permits required in a “One-stop-Shop” fashion

### Current State



- Requirements are not clearly known upfront
- The customer is the workflow, workflow is sequential
- Little-to-no transparency along the application life cycle
- Lack of city-wide / service-wide accountability

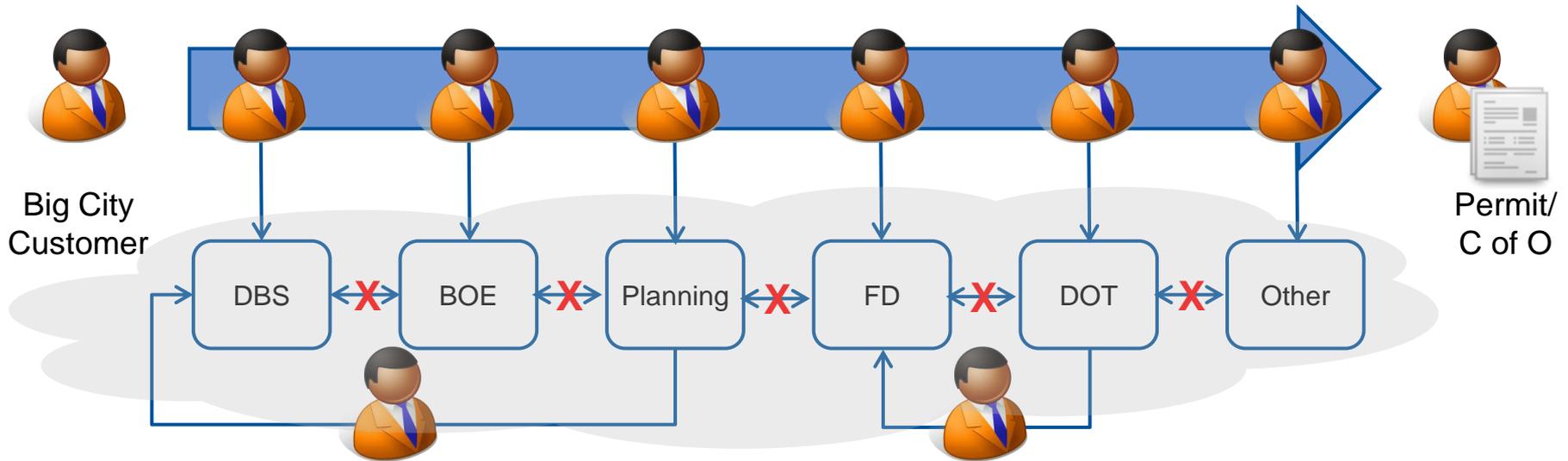
### Future State



- More information facilitates the application process
- The system manages the workflow
- Consolidated and integrated cashing functions
- True end-to-end accountability

# Governance Discussion – Case Study

What is the current-state?



- Requirements for a permit and expectations are not clearly defined to citizens
- The customer is responsible to shepherd applications through the process, interacting with each involved department, causing the customer to “be the workflow”
- There is no consolidated portal for customers to interact with services
- Limited interdepartmental communication and lack of proactive collaboration
- Lack of transparency for the customer, and within the City, into a service request
- A lack of overall city-wide / service-wide accountability

# Governance Discussion – Case Study

## Data Creation and Management Standards

**1. Data Creation and Management Standards**

**2. Data Sharing Policy and Process**

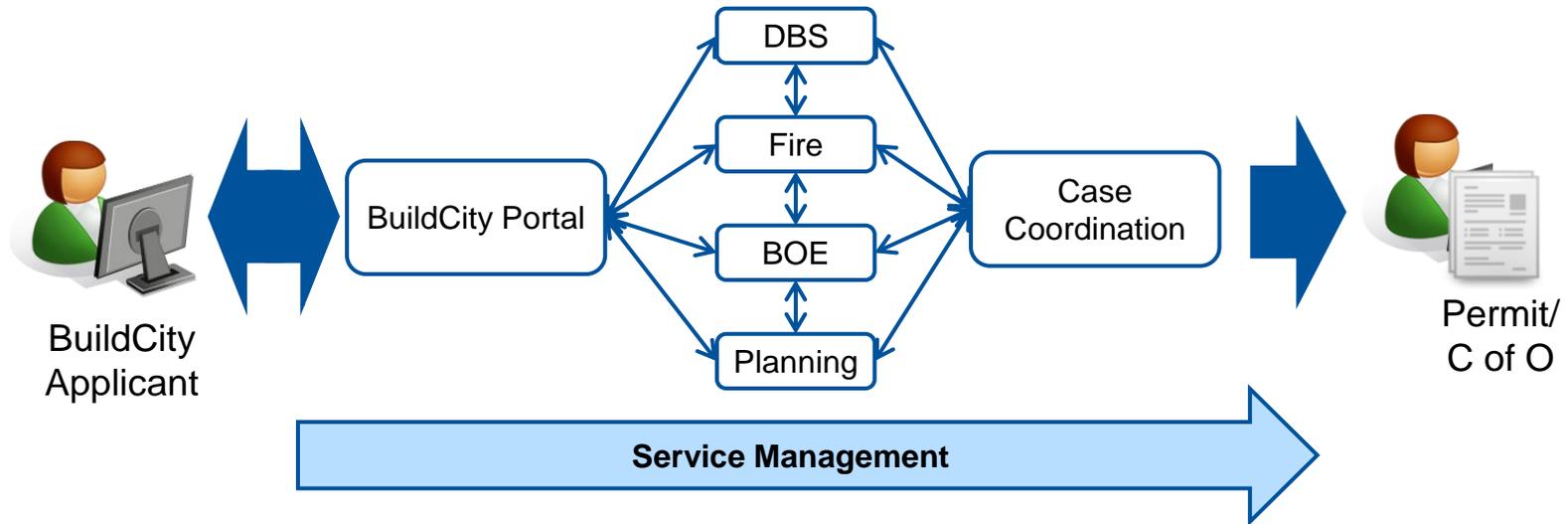
**3. Technology Standards**

### Background and Condition

- Up to 14 different agencies using their own unique applications to track related requests / projects
- Departmentally-focused operations often-times provide differing perspectives on where the customer project is in the development processes
- City makes misinformed approval decisions for key project milestones, adversely impacting customer business operations, increasing costs, and harming the City's reputation
- Lack of a centralized data creation and management result in unnecessary project delays, inconsistent service delivery, and tenuous inter-departmental relations

# Governance Discussion – Case Study

What is the future-state? Data Creation and Management Standards



- **Create Governance Structure:** Creating a Developmental Services Governance Program, PMO and ongoing Service Delivery Management Program
- **Solution Roadmap:** Consolidate common applications across all departments into one common rules-driven workflow platform
- **Consolidate:** Primary component of system will be a common web portal that will be the source for City development services
- **Collaborate:** Foster the breakdown of departmental silos and the leveraging of common technologies, project delivery and process

# Governance Discussion – A City Story

## Data Sharing Policy and Process

1. Data Creation and Management Standards

2. Data Sharing Policy and Process

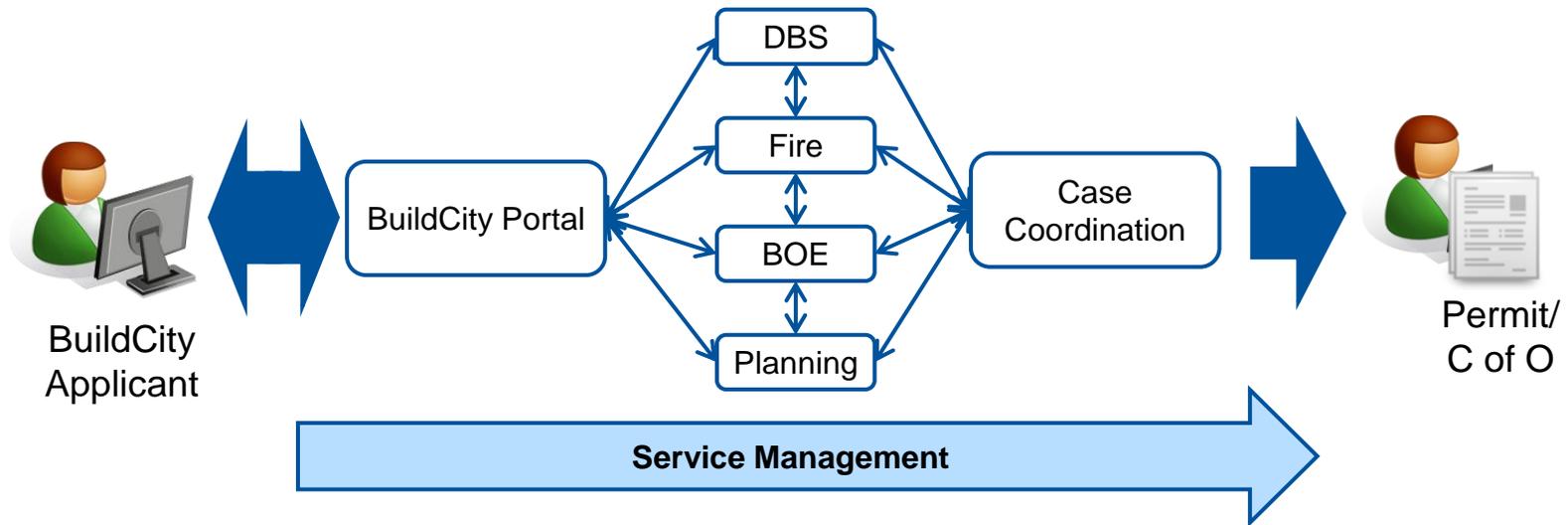
3. Technology Standards

### Background and Condition

- Inefficient processes, costing the City and Customer money and goodwill
- Lack of accountability for the City to deliver
  - Customer can be uninformed of steps, costs, or conditions required to complete a project
  - No Service Level Agreements (SLAs) governing the required review of a project by peer departments
- Common overlapping of existing systems and applications amongst peer departments
- Inconsistent transfer of data between departments
- Lack of efficiency in data capture and workflow management

# Governance Discussion – Case Study

## What is the future-state? Data Sharing Policy and Process



- **Measure:** Developing a Performance Management program and SLA model, to be sealed by inter-departmental MOUs
- **Standardize:** Re-engineering cross-departmental “To-Be” business process models
- **Define Target State:** “To-Be” vision includes the use of a common platform to intake, manage, progress and report on development services
- **Consolidate:** Rationalize departmental operations into a common functional operation, including terminology, processes, systems and accountability

# Governance Discussion – A City Story

## Data Sharing Policy and Process

1. Data Creation and Management Standards

2. Data Sharing Policy and Process

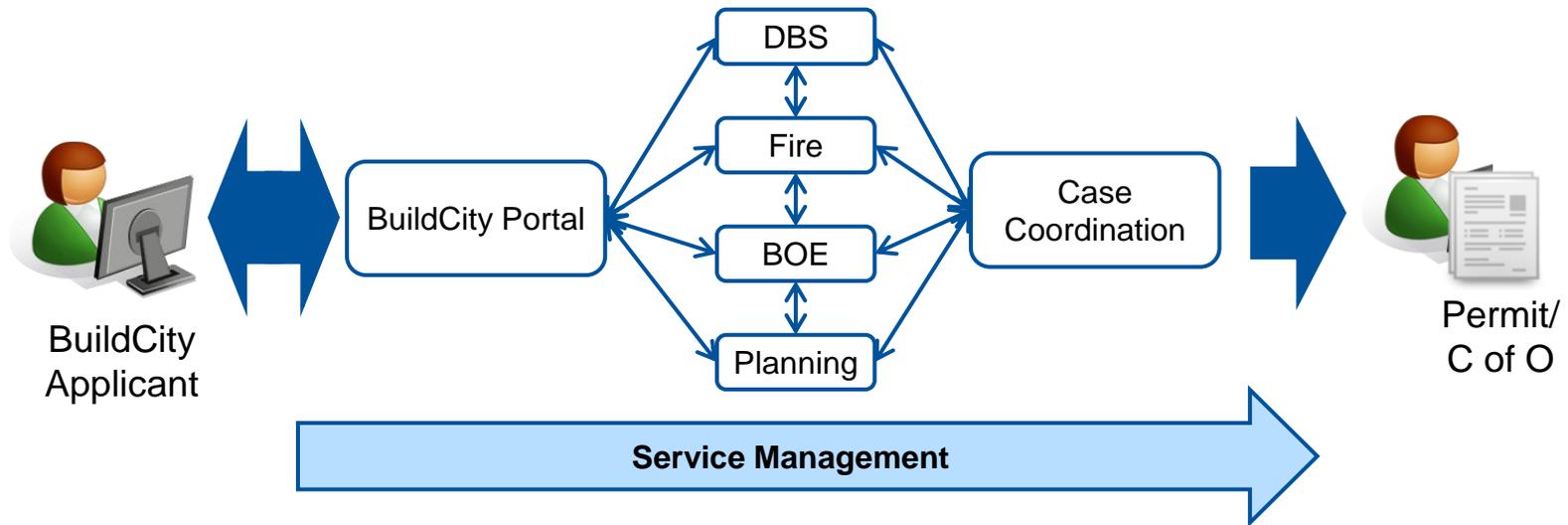
3. Technology Standards

### Background and Condition

- Overlapping applications performing similar tasks from the different departments
- Lack of a “single source of truth” for varying GIS datasets, permits, conditions, plan versions, land use rules
- Varying degree of effectiveness and technologies standards to support the business
  - Failing systems in some departments
  - Reusable solutions are not leveraged across departments
- Complexity creates risk / challenges to support departmental technology
  - Limited ability to share IT resource skills
  - Custom programming skills to support, maintain and grow
  - Attrition of staff results in loss of extremely valuable system and functional knowledge

# Governance Discussion – Case Study

## What is the future-state? Technology Standards



- **Consolidate Data:** BuildCity will leverage two primary GIS datasets, thus providing an improved level of GIS consolidation and, potentially, a stepping-stone to a single instance of GIS data
- **Consolidate Apps:** Consolidation of a myriad of applications, support and knowledge
- **Create Governance:** Development of Executive Governance Committee will define and govern standards
- **Solidify Governance:** Common PMO / Service Delivery Organization over-arching the development services organization will drive standards

# Planning Next Steps

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## IT Assessment – GIS / Land Management Workshop

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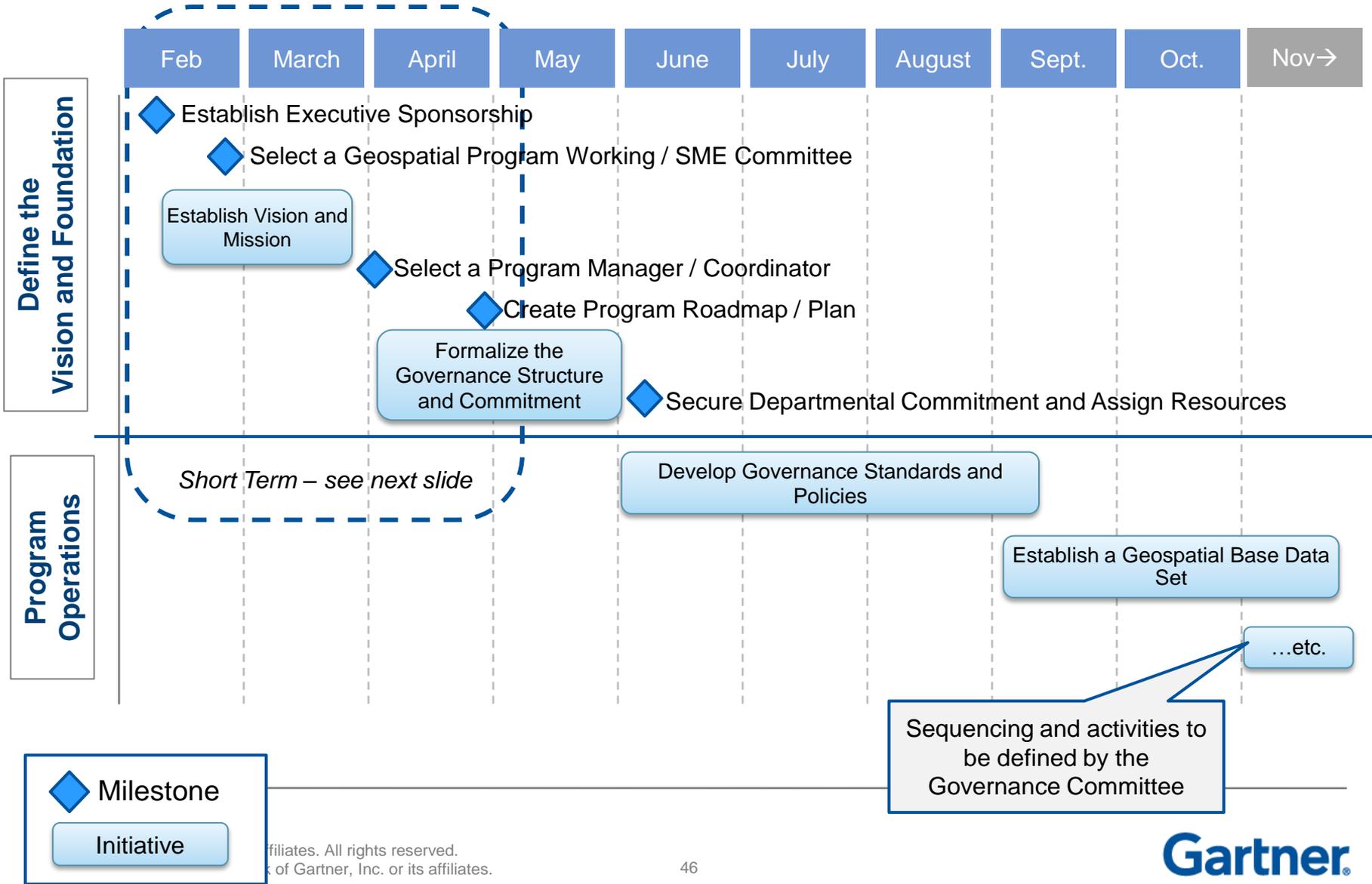
## Land Management Program Next Steps

### Short-Term and Long-Term Plan

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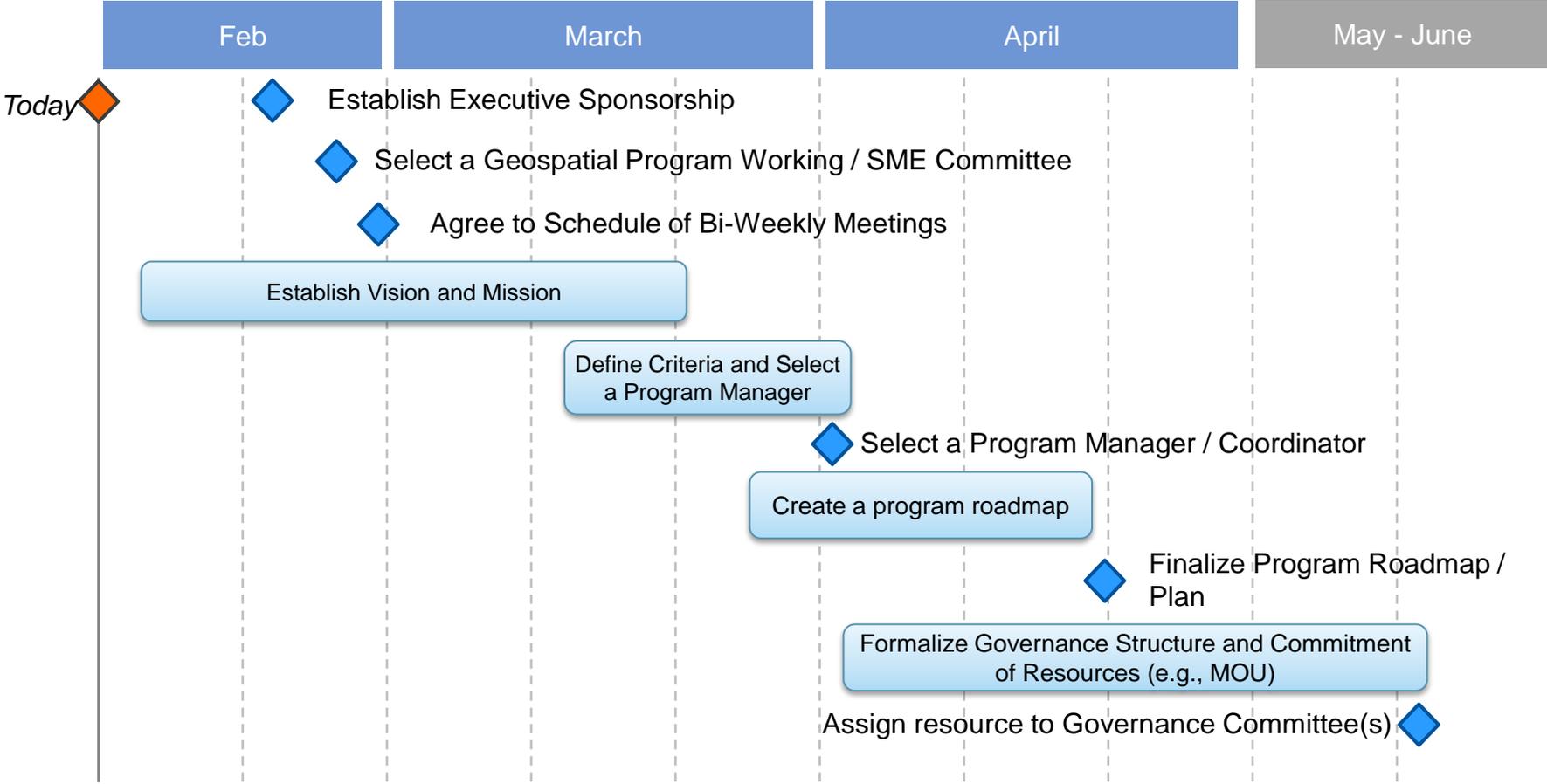
- The **Short-Term Plan** outlines what the County should accomplish in the next 2 months to get the Land Information Program off the ground with real, sustainable momentum
  - Objective: Build the Vision and Foundation of the Land Information Program
  - Create a foundation that is actionable, realistic and defines the necessary department resources
  
- The **Long-Term Plan** outlines what the County must accomplish over the next year to build and execute on the right-sized future-state vision for a County Wide Land Information Program
  - Objective: Build upon the initial vision to formalize the governance structure and standards and execute on the future-state vision
  - Ensure that the Land Information Program Committees represent the right stakeholders
  - Validate that the decisions and actions by the LI Program are guided by the business imperatives and program vision

# Geospatial Program Plan – Long-Term Suggested Initiative Roadmap and Milestones



# Geospatial Program Plan – Short-Term

## Suggested Initiative Next Steps To Get The Program Off The Ground



◆ Milestone

Initiative

## Contacts

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