TP Southern Charm LLC

Information Technology Assessment
Final Report for the City of Delray Beach, FL

Contract PS2020-001

Tim Edkin, Vice-President
7-10-2020

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Section I – Engagement.

Delray Beach, Florida City Manager George Gretsas contacted TP Southern Charm LLC (TPSC) in the latter part of January, 2020. Mr. Gretsas explained that he had recently accepted the job of City Manager and stated concern with the Information Technology Department (IT) processes and procedures, and most recently apprehension with the request to place a $4,000,000 procurement item on the City Commission Agenda for approval for IT equipment and services. Pressured by the IT Director to approve the item, being told of "dire consequences" for the City technology if the item was not placed on the agenda and approved by the Commission, Mr. Gretsas wanted a full review of the request being proposed before presenting the item to the City Commission.

As background, Mr. Gretsas explained on June 19, 2018, IT had placed a $2,000,000 request to the Commission for approval of the purchase of technology equipment and services which was approved by the Commission. At the time of this new agenda item, $1,576,688 of that approval had been spent and this new agenda item requested consent to increase the spending authority granted on June 19, 2018 to a total of $4,000,000. The effect of this new Agenda Item was to allow IT to purchase an additional $2,423,312 in technology goods and services. The item did not offer specific details of what was going to be purchased; only defined several budget categories that would be charged with the purchases.

Mr. Gretsas wanted to be confident that the expenditures requested were necessary for the technological health of the City. TPSC agreed to bring on site Tim Edkin to review the critical items of concern along with providing a general assessment of the IT Department activities, practices, and procedures.

 A Professional Services Agreement with a Statement of Work (SOW) was agreed upon by both parties (Appendix A).

Section II – Statement of Work Amendment.

Tim Edkin arrived at the Delray Beach City Hall on February 18, 2020 and met with the City Manager at 8:30 that morning. They discussed the engagement and the City Manager also requested that we take an immediate review of a proposed $1,000,000 fiber (high speed) connection for the planned new Fire/Rescue building. This new facility would also house the City's Emergency Operations Center (EOC). Mr. Gretsas was concerned of the total cost of build and was looking for areas where expenses could be reduced. Our meeting lasted 30 minutes and then Tim was provided office space in City Hall in which to work.

Approximately 30 minutes later, Assistant City Manager (ACM) Love came to Tim and asked if he would temporarily manage the Information Technology Department. The current IT Director was being discharged at the recommendation of the City Attorney, Lynn Gelin. Tim agreed to step into the interim role of IT Director. An adjustment to the Statement of Work (SOW) was required due to the major shift in priorities. Day to day management of the IT department would become Tim's highest priority, consuming the majority of his time and efforts with the City and was beyond the scope of the original agreement. The next highest priority was to conduct a search for a permanent IT Director in conjunction with the Human Resources Department. The updated SOW is found in Appendix B.

It was never the intent of TPSC or the City Manager, that Tim would assume the role of IT Director. The executed Professional Services Agreement was to review the critical items of concern along with providing a general assessment of the IT Department activities, practices, and procedures. At no time did Mr. Gretsas indicate management of the Department would be an assigned task and at no time did TPSC state a desire to manage.

The length of the engagement and the priorities were further complicated by Covid-19. Based upon the original SOW, our expectation was to be finished by early April. Even after the radical change in the SOW on the first day with the discharge of the IT Director, TPSC still expected to complete the contract by early May. Covid-19, however, greatly interfered with the normal process of business for IT which extended Tim's stay. TPSC extended their on-site presence until an IT Director was hired and transition was complete; staying even after contractual hours had been expended, at TPSC's own expense.

The following information details all major aspects of the engagement: an assessment of the Information Technology (IT) Department practices, processes, and procedures; recruitment of a permanent Chief Technology Director (CTD), and the management of the IT Department.

Section III - Overview of the Information Technology Department.

A. **Location:** The IT Department is located in a separate building on the City Hall campus at 150 NW 1st Avenue. It is the only Category-5 building on the campus. The only personnel located in that facility are IT staff members. It's rare to see a local government IT division have its own building and that separation provides for a great deal of additional security. Passage into the building is behind a door (that can be locked) into a small reception area. Access beyond is limited to a special pass key. Viewing cameras/audio of the reception area are located in 3 offices inside. Visitors must press a bell in order to announce themselves and the door can be opened manually or from one of the three internal offices. After the Covid-19 protocols were in effect, visitors also had to enter their information on a log in the reception area for contact tracing if subsequently needed. The server room is very small and located behind locked doors (2) with limited and secure access. The electrical panel for the building is located behind a locked door. There's a small lunch room, three private offices, and several open work areas and cubicles.

B. **Staff.**
- Dedicated – If a call goes out for "all hands-on deck", they all raise their hands. Commission called for a Saturday morning emergency meeting on a Friday night and the Assistant Director rallied everyone to be there the next morning for the meeting. The generator failed on a Saturday morning and 6 people came into work and spent over 5 hours getting the systems back on-line. Anytime extra help or hours were needed, the staff responded. Covid-19 placed tremendous burdens on the staff yet time after time they stood up when asked.
- Cohesive – For the most part, everyone gets along well. They believe they are part of a team and they want to maintain and foster that feeling. The chatter is always positive and they maintain a good sense of humor – which always helps in an IT environment and they frequently lunch together in the building.
- Supportive – The staff supports each other; if one needs help, they will all chip in. Share activity – everyone works on Help Desk tickets. They try to learn other's activities so that they are more able to assist when necessary. The staff displays a very positive attitude.
- Work Ethic – When they need to put in hours, there's no hesitation. I don't recall any staff member requesting vacation time or even calling in sick during my tenure. Normal activity hours for most was 8-5. The Help Desk personnel staff from 7:30 to 5. The server personnel many times started at 4 or 5 in the morning if critical updates needed to be applied and it was best done during times of light activity. Even before the pandemic, 2-3 personnel serviced the City Commission meetings regardless of their length. With Covid-19, the extra hours required were enormous yet the staff always, always answered the bell. Nothing ever fell apart because of the lack of effort or hours. It was incredible to watch.
- Competence – I think generally very good. They need help in certain areas but the shop keeps moving along – no major or extended outages experienced while I was on site. There are a couple of very strong technicians. It is a solid staff that has a lot of talent – which, given the City's recent history of management changes – is comforting.
- Needs – Help Desk, network, telephone switch, security. Help Desk particularly desired as they average 400-600 open tickets. There is network aptitude but it gets split into multiple directions and dedicated resources would be helpful. Telephone switch training should be

undertaken as they have to rely on the vendor for many activities (although they do an excellent job with the basic needs). The City would greatly improve their GIS usage if they hired a true GIS programmer.

C. **Main Issues.**
- No work organization – activities not separated between projects and tasks. The activity is dependent mostly upon the person responsible for the work deciding what and how things will get done. They write their tasks on the walls – an innovative idea – but it's difficult to determine from a management standpoint exactly what is being worked on.
- No project planning – I did not see any tool that is used to manage projects. Particularly in IT, project tasks, responsibilities, and timelines are important in order to track and deliver major activity. Such planning doesn't exist. Projects become task items written on the walls. IT staff works hard and delivers much but more task organization would increase output.
- No priorities – no one sets priorities. There's no formal method for reviewing work and assigning personnel based upon priorities. No priority lists exist that could be provided to management so that management could have input on the importance of various items. IT exists within a bubble with little outside governance of their activities.
- No goals – no statements of work targets, no targets of achievements, no long- or short-range plans that are offered or followed.
- No measurement tools used to define/track work efforts or obtain customer information. For example, the budget book lists IT goals like customer satisfaction but they have no means to measure such.
- No deadlines established except sometimes with the vendors. Customers may request activity by a certain date, but without project plans, priorities, goals, etc. there's no way to control deadlines. IT will apply and push vendors for deadlines, but as a matter of course there's no method of controlling internal work on a deadline.
- No operational procedures – didn't see any backup specifications, controlling documents, processing flows, etc.
- They are very reliant on contractors and that's the means used to fulfill skills they do not possess. If the Department lacks a skill set, the preferred method is to call in a contractor. There is no doubt that IT lacks the staff it needs to get their work done. And while personnel upgrades have been approved in the past budgets, those upgrades are not delivered in the subsequent budget cycle. As a result, the department does need contractors. But that approach is not healthy because use of contractors does not increase institutional knowledge. I believe that the Department has fallen into taking the easy way out rather than making a better case for filling critical staff or offering more training. IT had an RFP (RFP 2020-008 Information Technology Assessment, Strategic Plan, and Staff Augmentation Services) – costs expecting to exceed $1m –in play and were reviewing proposals. The activity was stopped when IT realized they didn't need the GIS services requested (a part-time GIS person was scheduled to join the Department) and thus the RFP was invalid. This RFP wouldn't have proceeded in any case (this was mentioned in Section I). IT wanted a single vendor to operate their security, their network, build staffing plans, create a long-term plan, etc., outsourcing many of the critical functions that should

be ingrained in an IT department. IT wanted to bring in one contractor to manage several critical activities. Even with that contractor, still fill staff positions to perform those same functions. As an example of past practices, the IT Information Security Analyst was deployed overseas for 10 months and they contracted for a security vendor which was necessary but even after the employee returned, IT retained that vendor.

- Help Desk backlog over 600 tickets – can't manage that many tickets when you know the numbers are wrong. IT has a great Help Desk system and the users themselves enter tickets. But there's very little management of the process to determine what gets fixed in what order. You can't grind through 600 open items and be able to control the process.

- Budget awareness – Information Technology is used to obtaining budget approval for their requests except for FTEs. Prior City Managers and the Commission did not demonstrate tight scrutiny or requests. Didn't even perform mid-year review and adjustments. This lack of "making their case" also leads to not understanding the need to pare budgets, pressure vendors for discounts, etc. The coming cycle is going to be extremely difficult and much reduction will be required and IT could struggle determining cuts because it hasn't been the past practice.

- No time management – nothing to determine how much time a task should take and no follow up tracking back to the estimates. IT gets a great deal of work done, but the process is haphazard.

- Work areas are unkempt. Equipment – hardware, cables, cords – piled everywhere. Lots of old equipment hanging around; computer room not significantly better. It appears to be very unorganized. Personal work stations are, for the most part, typical. All of the equipment stacked in a haphazard manner. IT personnel are not generally known for their work area organization, but the situation here is extreme. I don't know what they planned on doing with the overflow of material if/when they ever got fully staffed.

D. **Summation.**

The Delray Beach IT Department has several strengths. Staff is of high quality and have a strong work ethic. The facility is well-suited for an IT department. IT services a population exceeding 900 employees and, from all indications, good support is provided. The negatives revolve around the lack of process and procedure as described above. While this IT group is very productive, I believe they could do much more. The issues above, in my opinion, stem from a lack of qualified leadership. They don't use the processes and tools which would allow them to become more organized which would lead to higher productivity. There is a lack of necessary staff but even with existing FTE levels their activity, if more organized, would yield more results.

Section IV – Priorities.

A list was created for the incoming Chief Technical Director listing the Information Technology priorities as I saw them at the time. Priorities are constantly changing in an IT environment and new priorities could supersede these and others deemed no longer important.

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B. WebEx Meetings.

WebEx is the platform used by DRB to conduct virtual meetings for the City Commission (CC), Community Redevelopment Agency, and the legally-constituted boards – Planning & Zoning, Historical Preservation, Board of Adjustment, and SPRAB. Even when the City goes into Phase II and 50 people can gather, the CC will come back to chambers, but IT will still need to conduct virtual meetings. These are overburdening to staff resources and, as it appears this issue may be with you for a long period of time, some other means of either offering these meetings to the public or applying more non-IT resources is necessary.

C. EOC Operations.

An EOC full-up drill occurred Thursday, May 28. IT has two carts loaded with PCs, phones, and headsets that are designated for the EOC and IT was able to maintain state on those PCs during the pandemic and they are ready to roll and be installed. There is no IT Hurricane Book. The process to create this critical item was started then Covid-19 changed the priority. But a bare-bones sheet at the minimum needs to be created. IT never places anyone in the 150 building during emergencies and my recommendation is the process requires organization.

D. Information Security Analyst Position (ISA).

This position has been open for some time and they went through 3 recruitments before a suitable candidate was located. There is an offer letter to the candidate sitting in Human Resources, but the Human Resource Director stopped the transmission of that letter. The issue now is that IT is currently paying a vendor $70 an hour, 40 hours per week, to provide security services which could be eliminated once the ISA is on board. The security contract has been extended to the end of the fiscal year but this item needs to be resolved as soon as possible.

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F. Open Positions.

IT currently has 5 open positions – two Technical Services Analyst (Help Desk), ISA, Senior Infrastructure Engineer, and Senior Network Engineer. There were candidates selected and offer letters in Human Resources for the TSA positions and both the SIE and SNE recruitments were closed with 6 people identified as qualified; the interview process was being scheduled when all activity was stopped due to the budget crisis. Of the 2 Help Desk positions I was able to get approval from the CMO to release one of the letters due to the desperate need of Help Desk support. There are only 2 assigned to that function currently and 1 has been at home since the virus onset leaving one person in the building to do all the manual activity. We were within a month of getting IT up to full budgetary-defined strength, so it is tragic they have had to stop, but understandable. Management has created a "Thaw" committee where you can appear and appeal your case for continuing recruitment.

G. Public Record Requests.

The current procedure is that all Public Record Requests (PRR) are sent to the City Clerk who has a staff person responsible to fill those requests. The staff member has software that is used to extract Email requests. The City Clerk desires to turn the email extraction responsibility over to IT and the CMO also supports that aspect of PRR belonging in IT. Before the virus, we had begun discussions with them and had a proposal presented as to how we saw the process was to occur. We never finalized that workflow, and it is still hanging out there as an open item. More critical is that IT does not have a tool that will efficiently process email searches in O365. There was an attempt to extract a very large mailbox (250,000 items) and the process was running for days and never completed. There is a critical need for software that will assist with these extracts. A further issue with the current process is that the City is not charging properly for PRRs and the CMO was working on plans to reverse that situation.

H. Customer Service Backlog.

When I arrived, there was a consistent backlog of about 400 tickets in their help desk tracking system – "Boss" (it is a very good application). That number has now grown to a consistent 600 tickets since the virus began. Obviously, there are not 600 unfulfilled requests out there but one cannot properly manage the system with a number that you know must be unrealistic. IT needs to apply some focus in that area when time permits to be able to manage their tickets.

I. File Security.

An incident occurred where files in the Legal domain were accessed by outsiders. MS Share Point is being used as their file structure but nobody in IT knows how to use it. I was told the prior IT Director bought the software, consultants set it up, and no one on current staff can make any control modifications. Staff exercises little regulation of file access; generally, the process is to simply copy someone's existing access and apply it to the new person or function. I see it as a dangerous situation with the potential to cause major issues. They could not even find

the person whom had accessed the file in question when the above-referenced incident occurred.

J. Streaming Audio and Video.

Not a critical issue but another initiative that was going to start just as the virus hit. The internal network is not very responsive and bogs down on occasions. They have no procedure prohibiting rank-and-file from streaming audio and video nor do they have any tool that could determine if that is even causing a capacity issue. We wanted to write procedures prohibiting that activity and then leave the access open only for Directors and staff that needs to view/listen to those items. As you recall, this made a tremendous difference in Fort Lauderdale.

K. Customer Survey.

IT has no idea of their service level to their customers. I only heard of a single complaint since I have been here and have seen several messages where customers have sent a praise note about some person or some activity. I suspect the satisfaction level is good – but there is no way to prove it. I would recommend, once everyone is back in the buildings, to conduct a survey. It is important to know where service improvements could be made. This obviously is not a major priority, but something that needs to be done when time and resources permit.

L. Work Recognition.

My understanding is that there is a bonus program to reward employees for above and beyond service. I strongly recommend that something be done for Jennifer Reynolds and Miglena Hooks and also recognition for Erick Saidon. These people poured their souls (and enormous number of extra hours) into these WebEx meetings and you know the results. IT has been highly praised for this activity and IT has greatly increased their value and awareness within this organization and these people are a major reason. Lots of others have contributed a great deal – Don, Dennis, Ed, Joey – but those three have been full-time on this item and are outstanding. They deserve formal recognition and there is no one in City Hall who would disagree.

Section V – Assessment.

The contract called for assessments of the Information Technology Department in twelve different areas. This section is the findings on those items.

A. **Customer Service Levels.**

Customer service support levels are not measured. The budget documents display satisfaction rates in the 90th percentile, but without a measurement tool there is no way to verify that data. The number of open "Boss" Help Desk tickets ranged between 400 and 700 March through May, but that number cannot reflect the true amount of service work that has not been completed. I do believe that IT service levels are very good. Several customers took the time to express gratitude for the IT service received. I only received one negative review and the person assigned to that ticket to service left the organization shortly after the incident. I would encourage the new Chief Technical Director (CTD) to conduct a customer satisfaction survey as soon as practical (once all employees have returned to their stations and more "normalcy" exists). Customer surveys are important tools not only to gauge satisfaction with service levels, but to also indicate where more resources/software/hardware be applied. Those surveys can even indicate the need for a department or group restructuring.

Note is that Assistant IT Director has created new policies and has updated existing formal Policies covering IT activities. The policies replace outdated documents stretching from 2004 through 2014 (which appears the be the last time policies were updated). Those new/updated items should be reviewed, finalized, and signed by the City Manager as soon as possible.

B. **Budget.**

The proposed FY21 budget submitted by Information Technology is $5,221,500 which represents a $4,287 decrease compared to the approved FY20 budget. The budget memo requests that the proposed Police Department hardware expenses ($221,500) and Police Department software and support expenses ($463,000) be moved from the IT budget to the Police Department budget. It is baffling as to why such identified expenses are in the IT General Fund and I received no good answer as to why such costs are assigned to IT. The budget memo also requests that all printer/copier expenses ($207,000) and cell phone expenses ($307,000) be moved into the IT budget from individual department budgets. The current process is that IT receives and pays the vendor invoices for all of those items. Then IT requests a Journal Entry (JE) to be created by Finance to apply the specific expense back to the user department which budgets that expense. This process is very time consuming for both IT and Finance. The purpose of the billing by department was to (I presume) control the expenses within each department. That control can still be monitored by IT and if there is some anomaly with an item, IT can address the anomaly with the department.

IT also submitted several Capital Improvement Project (CIP) requests. IT staff believes that they are wasting time submitting these requests because they are ignored. Often times, IT doesn't even get an opportunity to have their requests reviewed and they aren't even told

that their requests are denied. Some of the requests are necessary and should be considered for approval in the CIP Plan. For example, IT does not have a PC replacement schedule approved so they use salary savings in order to make those purchases. Servers should also be on a replacement cycle and those should be added to the CIP. The equipment upgrades are going to be necessary at some point and it is far better to manage a regular cycle and plan then to attack the issue piecemeal and using funds not dedicated (nor approved) for those purposes.

Information Technology also gets shorted in other budget areas. The Community Redevelopment Agency (CRA) is billed about $110,000 per year for IT support. However, that money is not allocated to IT and IT must provide those expenses out of IT-allocated funds. When I asked why IT doesn't receive that money in their budget, the answer was that the money goes into the General Fund so it "essentially" gets to IT since IT is also in the General Fund. IT also supports other enterprise funds such as the Golf Course and Community Centers and receives no funding from those sources.

Major expenditures in IT include wages and salaries at $1.195m, Part-time, OT, and Benefits at $1.17m, Professional Services at $227,000, data lines at $148,000, hardware maintenance at $220,000, software application maintenance at $715,000, and their Subscription costs (which is more application software plus the Microsoft Office subscription) of $1.02m.

C. **Procurement.**

The procurement process is similar to other local government entities. The P-Card process is used where applicable and in IT many smaller purchases are made using the credit card. The ceiling for department director purchases is $10,000 but since all purchases are approved by an Assistant City Manager (ACM), there is no real limit per se. Whatever is purchased, at whatever amount, is going to be reviewed and approved by the ACM. I found the Purchasing Department to provide excellent service as I did with every department I dealt with.

The main reason I was requested to come to Delray Beach was the large IT agenda item that was of concern to the City Manager. As mentioned above, in 2018 IT received Commission authorization to spend up to $2,000,000 on hardware and software. That money was going to be expended before the end of the current fiscal year and IT was asking for an additional $2,000,000 blanket authorization for 2020 and beyond. IT named the various categories they would use for the purchases (but provided little or no specific items to purchase) and the agenda item stated that only state and government contracts would be used to purchase the items.

The reason this path was taken was to bypass the Commission (and City Manager) when making large purchases. Any purchases to one vendor that cumulatively exceeds $65,000 must be approved by the Commission. With the $2m agenda items, that was no longer true for IT. They could purchase anything they needed and until the money ran out, didn't have to bring anything in front of the Commission. I'm certainly not accusing IT of anything nefarious – they weren't purchasing unnecessary items. Over time these items would need to be bought. They were purchasing PCs and servers and disc storage devices and necessary

software. But they were not giving the Commission the opportunity to even see what was being purchased nor to approve large expenditures.

Another problem with this approach is that these government contracts may not offer the lowest price. They do offer "ceiling" prices and many vendors offer the same ceiling price for the same goods. But if you use the bid process on items, you can sometimes find a vendor who is willing to "deal" a lower price – perhaps by reducing salesmen commission or lowering shipping costs or offering installation assistance. In my experience, the government contract price is generally used only when you do not have time for the bidding process or the vendor is the sole source. Beyond, that, you take the item to market and see what price you can arrange. With these $2m authorizations, IT didn't have to bid. Their purchases had good prices but perhaps they could have gotten better prices.

I am very surprised that a prior City Manager and a prior Commission approved this process. There were a couple of candidates for the open Director position told me that they were surprised when reviewing prior CC meetings and agendas that IT rarely had any items. The practice certainly made it easier for the IT Department but not, in my opinion a good practice for the Commission. This new 2020 item was never placed on an agenda.

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what activities take place for a hurricane watch, what will be done when a warning is issued, and what will occur once the facilities are closed. It will define personnel requirements. Personnel items such as who will man the EOC, who will man the 150 building, what the rotation will be for those buildings during the event. The plan would include setting up the IT crisis phone line – a number that IT staff can call to get recorded updates so that no single person has to reach out to everyone when the situation changes. Would include a phone tree where one staff calls another who calls another to check on their status and report any issues back to the crisis line. The plan would include preparations – who goes home when to get their homes in order before the storm and before arriving on their post. Arrangements for sleeping equipment and areas and sustenance for on-site personnel is included. Where to obtain the 800Mhz radios and who receives them (800 system much more likely to stay up than cell towers and land lines). The document would enumerate every activity needed, at every time, for every person in the department. It would also include protecting payroll processing – being able to provide the bank with a copy of the last payroll so that staff can be paid in the event the City remains closed for a period of time.

This planning document does not exist. IT does place a person or two at the EOC. But they do not staff anyone at the 150 building and I believe you should have people at the site where your equipment resides (if it's a safe building, which 150 is noted).

Lack of these procedures is a serious flaw. Such a document would be reviewed on May 1 each year with any updates applied and propagated. After the event, a review is done to make any changes to the document in preparation of the next event. A precise plan with defined roles and activities and timelines helps to ensure the proper support for the critical IT operations. We started working on such a document in early March but that effort was temporarily abandoned once the pandemic arrived.

IT does have 40+ laptop PCs in carts along with phone/headphone equipment in cabinets that are deployed to the EOC when needed. There are usually a couple of practice "stand up" events scheduled. These PCs are assigned to specific EOC roles and have emergency-oriented software and EOC profiles loaded on the units. Currently there is no damage-related software in use; my understanding is that a spreadsheet is used to track local damage. This equipment was not given to City at-home staff during the Covid-19 event and was successfully installed and configured at the EOC on May 28 as a test.

Another major issue. There is a generator installed on the property which supports the 150 building. On May 16, an issue fomented by FP&L resulted in a lengthy power outage. The IT generator did not start – the transfer switch was not operational. Fortunately, IT staff was in the building that morning (a Saturday) and they were able to call out an alarm and to open all doors to mitigate the heat. (Too much heat can cause servers irrecoverable damage.) Public Works personnel did arrive but told us that no one on City staff knows much about generators. A vendor was called and arrived, determined the issue, did not have a part on hand but did manually start the generator, and reported that a replacement part should arrive by the following Tuesday. The generator is 15 years old and supposedly tested each Thursday but I'm not certain what kind of testing is done.

The part never arrived until June 8. The City Commission meeting of June 2 was almost cancelled as there were two (2) power interruptions that caused the virtual meeting equipment to fail. The Public Works Director did state the next day that there was a technician on standby and as soon as the first event occurred, that person came to the generator and turned it on. That was not correct information. The generator was never started, a Public Works person did arrive about 20 minutes after the second event, but it was obvious he didn't have any idea of what to do, and left soon after. The Commission meeting did complete as there were no further power events.

The critical part did finally arrive on June 8 and was installed later that week. The very next week there was another power interruption and the generator did not start. The technician who installed the new part left the generator in manual mode so it would not automatically start when FLP power was lost. It is unknown how they tested to veracity of the new part.

The generator situation is extremely critical. Any outage to the 150 building over 19 minutes (battery backup maximum support) will cause the servers to failover. When that occurs, almost 6 hours of effort by numerous personnel is required to get the servers operational. IT has been told that Public Works has flat-bed mounted generators that could be used if the main IT generator failed, but there is no way to tie those generators into the building's power grid. This problem should be fixed as a high priority. Mitigation may involve replacing the generator and, at the same time, provide an external power feed so that a truck-mounted generator could be used. This generator is not reliable.

F. Disaster Recovery/Business Continuity.

My impression is that no formal procedures are in place that would allow the City to process their business in a manual mode if a disaster incapacitated the 150 building for any length of time. I asked personnel if they had knowledge of such a document and was not given a positive response. There is a new Emergency Operations Manager in place and I have confidence that he can lead the necessary project to create such a plan. Obviously the Covid-19 pandemic has given the City some experience in operating in an unusual environment. In the Covid-19 case, however, all IT systems and communications remained operational. Not having available systems is the true test of continued operations.

This is not an unusual situation. In fact, I'd state that for local governments, it's the norm. Mitigating the situation requires duplicating all of your servers and processes at a remote location and providing power and data connections for personnel back to the home area to access the systems. That is a hugely expensive alternative and very few not-for-profit organizations would fund that redundancy.

G. Internal and External Networks.

[REDACTED]

H. Communication Operations.

The 800 MHz radio system used by Delray Beach Public Safety and by general government is owned and operated by Palm Beach County. The system is P-25 compliant. IT does not have any operational control of the system.

I. Organization.

The IT Department, at the time of my presence, had 11 Full-Time Equivalents (FTE) with 6 vacancies. The organization includes the Help Desk (2 FTEs), Infrastructure/Server/Network Support (3), Application Support (3), and Management/Administration (3). The vacancies existed for Help Desk (2), Security Analyst (1), Network Engineer (1), Infrastructure Engineer (1), and part-time GIS support (1). One of the Help Desk positions was filled at the end of May and the GIS person has not yet reported due to the pandemic. Offers were in Human Resources for the other Help Desk opening along with the Security Analyst when further hiring was put on hold. Additionally, there were 6 candidates selected for review for the Network and Infrastructure positions when the freeze was enacted.

The Covid-19 pandemic placed a severe, almost overwhelming burden on IT staff. At the onset of the crisis when City Hall was closed, the Department was placed on a weekly rotation and had 3 staff members permanently off-site due to family or personal concerns. Thus, with the rotation there were usually only 3 or 4 staff in the 150 building. IT faced an immediate burden of locating 70+ laptop PCs for City staff for use at home as many had

non-moveable desktop PCs at work. IT staff then had to re-configure the 70 laptops (most were used for training), create access documentation for all remote personnel (over 200), load VPN software for all laptops being used remotely, and train the majority of the designated off-site personnel on access requirements.

The next burden became the virtual meetings, both internal and external. The Microsoft product "Teams" was used for most internal/ department level meetings. The Executive Leadership Teams meetings used the Go to Meeting software, and the legal City business meetings (City Commission, CRA, Planning and Zoning, etc.) were conducted with the WebEx product. The different software provided different advantages depending upon the meeting needs which is why various software was chosen. But each package required accessing the software, testing, documenting, and training the users on the virtual operations by the IT Department. The outcome of the IT efforts was highly successful but it came at a high cost to IT. Almost everyone in the world is now aware of these virtual meeting tools and, on the surface, they appear very easy to execute and operate. But when the task involves having to record the meeting (on outside hardware), stream it live on Facebook, allow the public to comment on all items, set up and execute presentations by the Commission, staff, and the public and ensure that the Commission hardware/software is operational – the challenges are huge. The WebEx company does offer staffing virtual meetings at a high cost, but they would not be able to conduct the meetings from "soup to nuts" and thus it is left to City staff.

To operate the WebEx meetings, IT must staff at least 6 personnel. One to host the meeting (schedule, open mics, close mics, locate personnel, control aspects of the screen), one to open presentations, one to monitor the Voice Mail process, two to assist the Mayor and Commissioner Johnson (who attended City Commission virtual meetings from their City Hall offices), and one on standby to assist with any issues that arise. Given that there are only 7 technicians available in the Department, it means that virtually the entire department is dedicated with these meetings when they occur. Very little "normal" IT activity is done – one virtual meeting ran until midnight; others till 9:30 PM; several "emergency" meetings have been scheduled because of the changing nature of the pandemic. Information Technology must also provide regular daily support and must follow their normal work schedules. The open ticket data base grew from 400 to 700 within a few weeks of the onset of the meetings.

In addition to the time spent in the meetings, the meetings required a great deal of preparation and on-boarding resources. Equipment – PCs, cameras, and microphones – have be vetted and tested. Citizens participating in meetings have to have all their equipment checked and be given training. In house equipment for the Mayor, Clerk, and Commissioner Johnson has to be tested before every meeting. Citizen board equipment needed support and testing and upgrades. Numerous tests were necessary for all participant groups – Commission, CRA, boards. A minimum of three staff were necessary just to prepare for the meetings.

Had the meetings be limited to 2 Commission and 2 CRA meetings per month, the burden would be more palatable. In early June, however, meetings began to take place for the

legally-constituted boards such as Planning and Zoning, Historic Preservation, Code Enforcement, etc. Non-IT personnel willing to assist with these meetings is very limited {although the CRA has been working hard to run the meetings themselves) and thus the burden resides with IT to work all aspects of these virtual meetings.

No one in IT has taken any vacation time due to the demands on them and they are beginning to wear down. A "crash" of IT personnel may be on the horizon and the City should work with IT to find some means of minimizing IT involvement in virtual meetings, particularly for the board activity. My suggestion would be to let the board liaison run their own meetings using Teams. The demand for the live streaming, electronically recording, and public input is much less than for the Commission and CRA and Teams software should be able to provide the means for board meetings to take place.

J. Product Development.

All business and operational software is Commercial off the Shelf (COTS) which means there is no software development for major applications being done in the IT Department at this time. This is not an unusual situation for local government. Delray Beach, like many others, developed their own business software but starting in the mid-to-late 90s, local governments began the switch to COTS approach. Mainly due to the reduce the staffing required to create and maintain in-house products. COTS has its own problems as IT has a serious issue with an "ERP" package purchased a few years ago which is floundering. The City hasn't paid maintenance on the software for 2 years and is in negotiations with the vendor. There are almost zero "success" stories with ERP products at the local government level and was an obvious mistake to bring a package into Delray Beach. I believe some activity may be salvageable and should be a focus of the negotiations.

K. Existing Contracts.

Time constraints did not provide time to review any existing software contracts. Reviewing existing contracts would not provide much immediate value as there is no opportunity to renegotiate a contract. TPSC does have a great deal of experience reviewing and negotiating software contracts. All vendors write contracts that are in favor of the vendor but there are usually items in a contract where the advantage to the vendor can be mitigated. Software vendors derive their greatest profits from their support and maintenance arms. Most often these contracts will attempt to begin collecting maintenance fees as soon as possible – even when the software is just delivered, not installed or operational. Delaying the onset of maintenance will save a healthy amount of costs and the City should always negotiate to extend the time when the maintenance clock starts. Support hours is another key item and reducing costs of emergency and after-hours service requests can save significant dollars over the life of the contract. And, in a situation the City will face with the budget crisis for FY21, vendors should be pressured to reduce contractual fees or extend maintenance at a discount. Those were the types of items that should always be examined.

L. **Application Delivery.**

No new applications were delivered during the course of the TPSC contract but the general City practice is to contract with the vendor to supply assistance during new software or major application upgrades. Using vendor help to launch key user applications is a typical approach in a COTS environment. Since the internal staff did not create the application source code, they would not be familiar with all of the ramifications of installation or of major upgrades. This support is normally in the negotiated contract along with staff training. These costs and timeframes are another area of a software contract that is open to negotiations with the vendor.

Section VI – Recruitment.

One of the major priorities assigned to TPSC when the scope of the engagement changed was to lead the search for a permanent replacement. The current Assistant Director, Mr. Marese, was asked if he had any interest in the permanent position and he declined. I partnered with the Mr. Marese, along with the Human Resources Department, to locate the new Director. The job description was created along with a new title for the position – Chief Technical Director. The recruitment was started quickly and followed this progression:

The recruitment timeline:

2/25/2020	Chief Technical Director recruitment posting (Appendix D)
3/6/2020	Close of recruitment – 53 applications received
3/12/2020	Nine (9) candidates qualified
3/18/2020	Questions provided to HR for release to candidates (Appendix E)
4/10/2020	Answers received – three (3) candidates dropped out
4/17/2020	List pared to three (3) finalists
4/23/2020	Interview with Mr. Steven Viscardi
4/28/2020	Interview with Mr. Eduardo Stacy
5/1/2020	Interview with Mr. Steven Pappa
5/11/2020	Mr. Stacy interview with CMO
5/13/2020	Offer letter presented to Mr. Stacy
5/26/2020	Mr. Stacy assumes Director role.

An initial review of the nine candidates by Mr. Marese and myself yielded the same ranking of the candidates with Mr. Stacy at the top of both lists. Travel for the recruitment interviews was not possible due to the Covid-19 situation. We created a list of questions which were sent to each of the nine selected candidates. Even though some candidates had been ranked low, it was decided to send the questions to all qualified candidates to see if the answers would change the original rankings. HR practice is that, in a first interview, every candidate is asked the same questions and the questions that were sent constituted the "first" interview. Three of the candidates dropped out at this juncture, not returning their answers to the questions. (Not surprising; this was at the height of the pandemic and travel was limited along with contemplating major life changes could cause some to bow out.) After reviewing the answers, the list was narrowed to three finalists. The list was further tapered to 2 finalists, Mr. Pappa and Mr. Stacy, and they were both offered to the CMO for selection. After those CMO interviews, Mr. Stacy was chosen and offered the CTD position which he accepted.

Appendix A

Original Professional Services Agreement/SOW

AGREEMENT

THIS AGREEMENT is made by and between the City of Delray Beach, a Florida municipal corporation (hereinafter referred to as "City"), whose address is 100 N.W. 1st Avenue, Delray Beach, FL 33444 and TP Southern Charm Limited LLC, a Pennsylvania Limited Liability Corporation (hereinafter referred to as "Contractor"), whose address is 381 Millgate Drive, Bellefonte, PA, this _____ day of _____, 2020.

WHEREAS, the City has a need to procure services relating to an Information Technology audit, assessments, recommendations, and development of a strategic plan proposal (collectively herein referred to as "Services"); and,

WHEREAS, the City's Purchasing Policies and Procedures Manual allows the City Manager to approve contracts for Consultant/Professional Services up to $65,000 without performing a competitive procurement process (herein referred to as "Professional Services Exception"); and

WHEREAS, the City desires to obtain Services from Contractor utilizing the Professional Services Exception; and,

WHEREAS, the Contractor has provided the City a proposal to perform Services; and,

WHEREAS, the Contractor agrees to provide Services to the City in accordance with the terms and conditions of this Agreement.

NOW, THEREFORE, in consideration of the mutual promises contained herein and other good and valuable consideration of which the parties hereto acknowledge, the parties agree as follows:

1   The above recitals are true and correct and are incorporated herein by reference.

2   The Contractor shall provide Services to the City, in accordance with and pursuant to Contractor's proposal, attached hereto and incorporated herein as Exhibit "A", and the terms and conditions of this Agreement.

3   The City shall pay the Contractor in accordance with the pricing schedule detailed in Exhibit "A".

4   This Agreement is in full force and effect upon full execution by the City through the completion of the Services and upon full acceptance by the City.

5   The City, at its sole discretion, reserves the right to terminate this Agreement with or without cause immediately upon providing 15-day written notice to Contractor. Upon receipt

1

of such notice, the Contractor shall not incur any additional costs under the Agreement. The City shall be liable only for reasonable costs incurred by Contractor prior to the date of the notice of termination. The City shall be the sole judge of "reasonable costs."

6   The Contractor shall indemnify and hold harmless the City and its officers, employees, agents, and instrumentalities from any and all liability, losses or damages, including attorney's fees and costs of defense, which the City or its officers, employees, agents, or instrumentalities may incur as a result of claims, demands, suits, causes of actions, or proceedings of any kind or nature arising out of, relating to, or resulting from the performance of the agreement by the Contractor or its employees, agents, servants, partners, principals, or subcontractors. The Contractor shall pay all claims and losses in connection therewith, and shall investigate and defend all claims, suits, or actions of any kind or nature in the name of the City, where applicable, including appellate proceedings, and shall pay all costs, judgments, and attorney's fees which may be incurred thereon. The Contractor expressly understands and agrees that any insurance protection required by this Agreement or otherwise provided by the Contractor shall in no way limit the responsibility to indemnify, keep and save harmless, and defend the City or its officers, employees, agents, and instrumentalities as herein provided the obligations of this section shall survive the term of this Agreement.

7   Contractor shall provide certificates of insurance to the City evidencing its insurance coverage and naming the City as an additional insured. Such insurance shall be in an amount and form as described in Exhibit "B" and shall be delivered to the City prior to execution of this Agreement. If Contractor fails to provide the certificates of insurances in a form acceptable to the City, the City may immediately terminate this Agreement.

8   Whenever either Party desires to give notice to the other, such notice must be in writing, sent by certified United States Mail, postage prepaid, return receipt requested, or sent by commercial express carrier with acknowledgement of delivery, or by hand delivery with a request for a written receipt of acknowledgment of delivery, addressed to the party for whom it is intended at the place last specified. The place for giving notice shall remain the same as set forth herein until changed in writing in the manner provided in this section. For the present, the Parties designate the following:

For CITY:

City of Delray Beach
100 N.W. 1st Avenue
Delray Beach, Florida 33444
Attn: City Manager

[Remainder of page intentionally left blank.]

2

With copy to:

City of Delray Beach
100 N.W. 1st Avenue
Delray Beach, Florida 33444
Attn: City Attorney

For CONTRACTOR:

TP Southern Charm Limited, LLC
381 Millgate Road
Bellefonte, PA 16823
Attn: Pamela Edkin, President

9 Neither this Agreement nor any right or interest herein shall be assigned, transferred, or encumbered without the written consent of the other Party.

10 This Agreement shall be construed in accordance with the City of Delray Beach's Code of Ordinances and the laws of the State of Florida. Any dispute relating to this Agreement shall only be filed in a court of competent jurisdiction in Palm Beach County, Florida, and each of the parties to this Agreement submits itself to the jurisdiction of such court.

11 **IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT CITY OF DELRAY BEACH, CITY CLERK, 100 N.W. 1ST AVE., DELRAY BEACH FLORIDA. THE CITY CLERK'S OFFICE MAY BE CONTACTED BY PHONE AT 561-243-7050 OR VIA EMAIL AT CITYCLERK@MYDELRAYBEACH.COM.**

 a. Contractor shall comply with public records laws, specifically to:
  i. Keep and maintain public records required by the City to perform the service.
  ii. Upon request from the City's custodian of public records, provide the City with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Florida Statute or as otherwise provided by law.
  iii. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Agreement term and following completion of the Agreement if the Contractor does not transfer the records to the City.
  iv. Upon completion of the Agreement, transfer, at no cost, to the City all public records in possession of the Contractor or keep and maintain public records required by the City to perform the service. If the Contractor transfers all public

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records to the City upon completion of the Agreement, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the Agreement, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City, upon request from the City's custodian of public records, in a format that is compatible with the information technology systems of the City.

v.   If the Contractor does not comply with this section, the City shall enforce the contract provisions in accordance with the contract and may unilaterally cancel this contract in accordance with state law.

12   Contractor is aware that the Inspector General of Palm Beach County has the authority to investigate and audit matters relating to the negotiation and performance of this contract, and may demand and obtain records and testimony from Contractor and its subcontractors and lower tier subcontractors. Contractor understands and agrees that in addition to all other remedies and consequences provided by law, the failure of Contractor or its subcontractors and lower tier subcontractors to fully cooperate with the Inspector General when requested may be deemed by the City to be a material breach of this Agreement justifying its termination.

13   The continuation of this Agreement beyond the end of any fiscal year shall be subject to both the appropriation and the availability of funds in accordance with Florida law.

14   The documents listed below are a part of this Agreement and are hereby incorporated by reference. In the event of inconsistency between the documents, unless otherwise provided herein, the terms of the following documents will govern in the following order of precedence:

a.   Terms and conditions as contained in this Agreement.

b.   The City's purchase order terms and conditions.

c.   Any subsequent information submitted by Contractor during the evaluation and negotiation process.

[Remainder of page intentionally left blank.]

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IN WITNESS WHEREOF, the City and the Contractor executed this Agreement as of the day and year first above written.

ATTEST: CITY OF DELRAY BEACH

_____   By: _____
Katerri Johnson, City Clerk   George Gretsas, City Manager

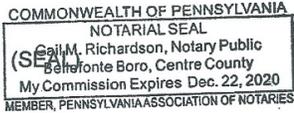Approved as to form and legal sufficiency:

_____
Lynn Gelin, City Attorney

CONTRACTOR

By: _Timothy R Edk_____

Print Name: _T. MOTHY R EDKIN_____

Title: _VICE-PRESIDENT, TP SOUTHERN CHARM, LTD_

COMMONWEALTH OF PENNSYLVANIA
NOTARIAL SEAL
(SEAL) Gail M. Richardson, Notary Public
Bellefonte Boro, Centre County
My Commission Expires Dec. 22, 2020
MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES

STATE OF _Pennsylvania_
COUNTY OF _Centre_
The foregoing instrument was acknowledged before me by means of ☒ physical presence or ☐ online notarization, this _6th_ day of _February_, 20_20_, by
Timothy R Edkin (name of person), as _Contractor_ (type of authority) for _City of Del Ray Beach_ (name of party on behalf of whom instrument was executed).

Personally known ___ OR Produced Identification
Type of Identification Produced _Pa. Drivers License_

_Gail M Richardson_____
Notary Public – State of _Pennsylvania_

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EXHIBIT A

Statement of Work

For the Office of the City Manager of the City of Delray Beach, FL.

Provided by: Timothy R. Edkin, TP Southern Charm Limited, LLC
381 Millgate Road
Bellefonte, PA 16823
tedkin@edkin.net   954-871-4330

OBJECTIVE: To provide an assessment of the City Information Technology Department (IT) to determine the effectiveness of meeting the needs of key government operations, including an analysis and evaluation of the procedures and processes used to deliver essential services to City Departments. Other tasks as may be assigned by the City Manager's Office (CMO).

SCOPE: Obtain an understanding and evaluation of the City IT environment, structure, organization, policy & procedures, and routines used to provide IT services. Determine the effectiveness of product delivery and support to IT customers. Identify, if any found, opportunities for improvement in service delivery and in IT department operations. Access to IT personnel, processes, systems, and applications along with system users will be essential to achieve the objective.

DELIVERABLE: Report to the CMO summarizing findings, listing any recommendations, and detailing the results of the scope of work performed.

TASKS:
1. Assess and evaluate IT operations in the following areas:

   Customer Service Levels
   Procedures
   Budget
   Processes
   Procurement
   Backup/Restore
   Disaster Operations
   Disaster Recovery/Business Continuity
   Internal and external networks
   Communication Operations
   Organization
   Product Development
   Existing Contracts
   Application delivery.

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PROCESS:
1. Interview IT staff.
2. Review IT Procedures.
3. Interview Department Leaders for IT support and functionality.
4. Interview selected Department Customers.
5. Review IT software and hardware contracts.
6. Identify City computer applications.
7. Review computer operations and backup/restore structures.
8. Review Disaster Recovery and Business Continuity processes.
9. Review Emergency Operations Center (EOC) setup and support.
10. Interview Radio System vendor.
11. Evaluate fiber optic network usage.
12. Review public Wi-Fi capability.

TIMELINE: Evaluation to be delivered to the CMO within 90 days of engagement.

LOCATION: Work to be performed in the city of Delray Beach and associated City of Delray Beach facilities.

PRICE:
One hundred fifty (150) hours will be applied each month on this SOW.
Rate will be $107.00 per hour inclusive of all expenses.
Monthly price will be $16,050.
Maximum length of project is four (4) months.
Total cost of contract not to exceed $64,200.
Invoicing will occur on a bi-monthly schedule.

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CITY ATTORNEY OFFICE - LEGAL REVIEW CHECKLIST

Name of Agreement: IT Audit Agreement--Professional Services
Department: Purchasing   Contact person: J. Alvarez

City Manager approval [✓]   City Commission approval [ ]
                                  Agenda item #:
                                  Agenda meeting date:
                                  Resolution #:

Agreement Action:	New ⊙	Renewal* ○	Amendment* ○	*Renewal: Only change is the agreement term *Amendment: For changes other than/in addition to term

Does the Contractor require the City to sign first?:   No

For City Attorney Use only:

Agreement Terms:	Comments/Specific Provision in Agreement
Term (Duration of Agreement)	Exhibit A--4 months
Termination Clause	p.5--15 day written notice
Renewal Clause	n/a
Insurance	City standard
Indemnification	City standard
Assignment	p 9
Fiscal Funding Requirement	p. 13
FL. Public Records Provision (2016)	p. 11
Inspector General Provision	p. 12
Governing Law	Florida
Venue	Palm Beach County
Attorney's fees	

Business Principles:	Comments
Fees: Total Value	$64,200 (16,050/month)
Fees: Per Fiscal Year	

Other Issues:	Comments
Non-Negotiable Issues/ Miscellaneous Issues/ Special Considerations	Professional Services Agreement for IT consultant; w/in CM authority

Consistent with applicable policies including, but not limited to, Procurement policies. Yes [✓]

Attorney: Lynn Gelin, Esq.
Reviewed and approved as to form and legal sufficiency only

Form version 5, March, 2018

AUTHORIZATION FORM

Originator:

Jennifer Alvarez   Purchasing Dept.   x7123   2/10/20

Name _____ Department _____ Ext. _____ Date _____

Description of Request: Sign Agreement with TP Southern Charm _____

Department Leave Form ☐ Check Request Form ☐ Acquisition Approval ☐

Budget Transfer ☐ Grant Item☐ Memorandum Service Authorization Approval ☐

☐ Other (Please Specify) Sign Agreement with TP Southern Charm _____

BT prepared transferring $65K from Salaries to prof svc.

Department Head Signature: _____

Finance Signature (If Required): *Marie Kalke*   2-10-20

Assigned to: S. Fisher ☐ _____ A. Love ☐ _____   On _____

Review Completed by Staff – Comments:

_____
_____
_____
_____
_____
_____

☐   **RETURN TO ORIGINATOR FOR ADDITIONAL COMMENTS**

☐   **APPROVED FOR CITY MANAGER, GEORGE GRETSAS' SIGNATURE**

TRACKING:

Returned to_____Department for additional information on:_____

Forwarded to_____Department for action on: _____

Appendix B

Amended Statement of Work

EXHIBIT A

Statement of Work

For the Office of the City Manager of the City of Delray Beach, FL.

Provided by: Timothy R. Edkin, TP Southern Charm Limited, LLC

381 Millgate Road

Bellefonte, PA 16823

tedkin@edkin.net   954-871-4330

OBJECTIVE: To provide an assessment of the City Information Technology Department (IT) to determine the effectiveness of meeting the needs of key government operations, including an analysis and evaluation of the procedures and processes used to deliver essential services to City Departments. Other tasks as may be assigned by the City Manager's Office (CMO).

SCOPE: Obtain an understanding and evaluation of the City IT environment, structure, organization, policy & procedures, and routines used to provide IT services. Determine the effectiveness of product delivery and support to IT customers. Identify, if any found, opportunities for improvement in service delivery and in IT department operations. Access to IT personnel, processes, systems, and applications along with system users will be essential to achieve the objective. Manage the department activities and personnel if required. Lead search to locate and hire a qualified Department Director.

DELIVERABLE: Report to the CMO summarizing findings, listing any recommendations, and detailing the results of the scope of work performed.

TASKS:

1. Assess and evaluate IT operations in the following areas:

   Customer Service Levels

   Procedures

   Budget

   Processes

   Procurement

   Backup/Restore

   Disaster Operations

   Disaster Recovery/Business Continuity

Internal and external networks

Communication Operations

Organization

Product Development

Existing Contracts

Application delivery.

2. Manage Information Technology Department (as required):

Supervise daily tasks and operations

Approve budgeted expenses

Approve timesheets

Present items to the City Commission for approval

Implement activities as directed by the CMO.

3. Lead search for permanent Director/CTO (as required):

Update/create job parameters describing the position, responsibilities, and experience(s) required

Couple with Human Resource personnel for advertisements and search

Follow City policies regarding locating and hiring personnel

Create transition process for new hire to assume responsibilities.

PROCESS:

1. Interview IT staff.
2. Review IT Procedures.
3. Interview Department Leaders for IT support and functionality.
4. Interview selected Department Customers.
5. Review IT software and hardware contracts.
6. Identify City computer applications.
7. Review computer operations and backup/restore structures.
8. Review Disaster Recovery and Business Continuity processes.
9. Review Emergency Operations Center (EOC) setup and support.
10. Interview Radio System vendor.
11. Evaluate fiber optic network usage.

Appendix C

Information Technology Organization Chart
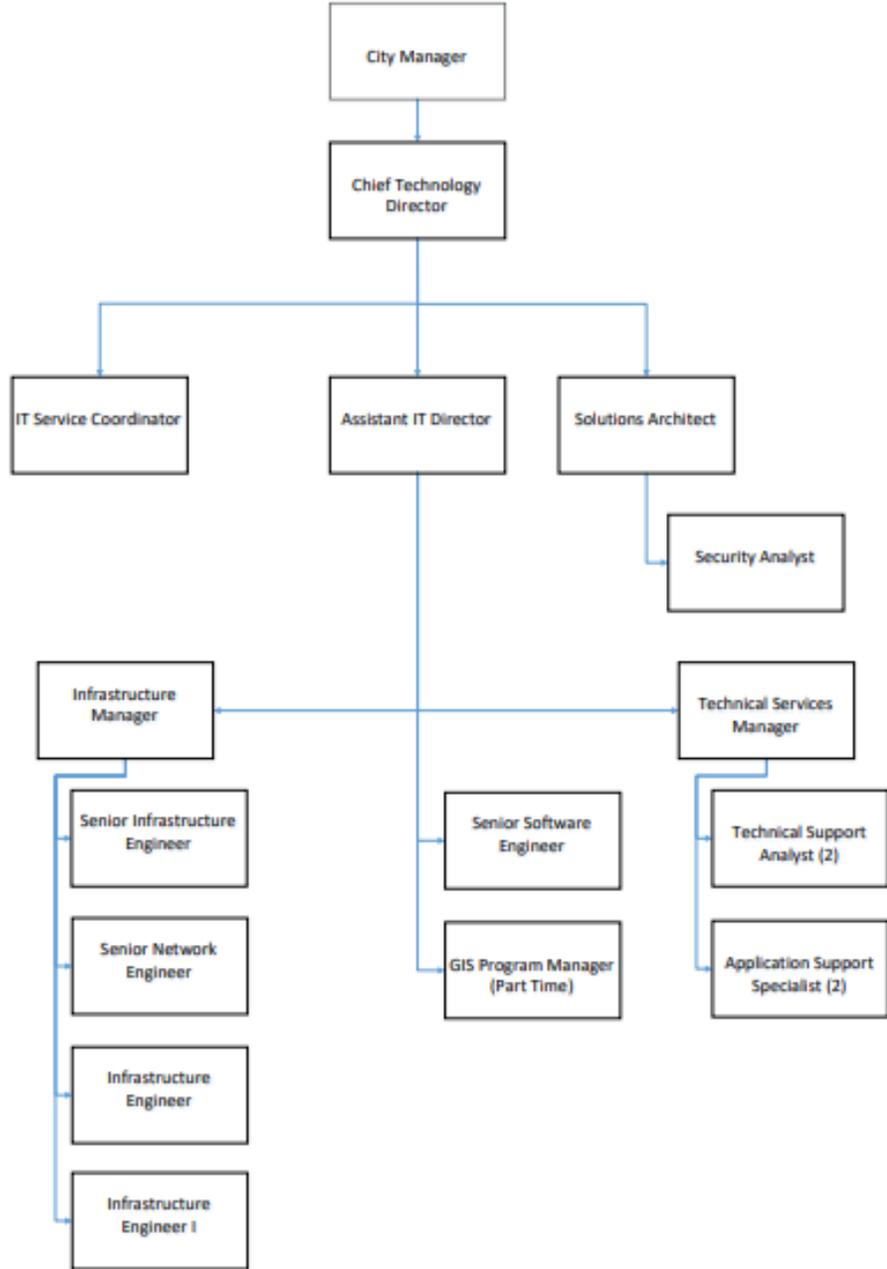
Appendix D

Chief Technical Director Job Posting

Job Bulletin

CITY OF DELRAY BEACH
invites applications for the position of:

Chief Technical Director
IT Department

An Equal Opportunity Employer

SALARY

Hourly		Annually
$45.76 - $73.22		$95,180.80 - $152,297.60

OPENING DATE: 02/25/20   **CLOSING DATE:** 03/10/20 04:00 PM

JOB DESCRIPTION:

Veterans' Preference Applies

EEO Statement
The City of Delray Beach does not discriminate on the basis of race, color, national origin, sex, religion, age or disability, marital status, family status or sexual orientation in employment or the provision of services

Non-Smoking
The City of Delray Beach is a Non-Tobacco Workplace. The City will not consider applicants who have used tobacco or nicotine products for a period of at least three months prior to application for employment. The definition of "tobacco or nicotine products" includes but is not limited to, cigarettes, cigars, chewing tobacco, pipes, snuff, e-cigarettes and nicotine patches or gum.

This is a responsible management position that provides leadership and strategic direction of the IT function and ensures that priorities are aligned with the City's overall goals as well as those of the various City departments. This role is responsible and accountable for oversight, support, enhancement and maintenance of the business systems and IT infrastructure utilized by the organization.

This position provides overall management and technical direction to the IT staff and is responsible for preparation and maintenance of the Division operating budget, the five-year Enterprise Technology Plan, Annual Work Plan, data communication systems, and day to day operations. Work is performed under general direction of the Assistant City Manager.

ESSENTIAL JOB DUTIES:

The following duties are normal for this position. The omission of specific statements of duties does not exclude them from the classification if the work is similar, related, or a logical assignment for this classification. Other duties may be required and assigned.

- Assists in the planning, design, engineering and administration of distributed computer systems to include wide and locale area PC networks (WAN/LAN) using the latest software and operating systems as well as interfacing distributed networks throughout the City facilities.
- Determines data system charges for equipment and utilization for financial records including budget preparation, maintains inventory records of technical manuals, network maps, lease and service agreement and status of purchased equipment.
- Plans and recommends modification or addition of machines, equipment and programs; may be performed in conjunction with a committee.
- Prepares equipment for operation; initializes disk, configures systems and load software; performs specialized operations such as system recoveries, system backup and assignment of passwords and other protection features.
- Plans, budgets, and coordinates the procurement and supervises the installation of all City telecommunications equipment. Experience in administering a telephone system is a plus.
- Directs, manages, and coordinates customer support and client relations within the City.
- Reviews departmental requests for technology and makes recommendations or alternative system options, as appropriate.
- Establishes written policies and procedures for information technology acquisition and utilization.
- Oversees the daily operational activities of technology systems.
- Establishes City-wide standards for information technology.
- Evaluates technology and makes recommendations to ensure compatibility and effectiveness.
- Provides management oversight with regards to various public information networks including City's web page, television channel, code red and e-mail newsletters.
- Provides technical assistance to City departments.
- Manages information technology customer support functions.
- Plans and evaluates the work of professional, technical and other support staff.
- Performs related duties and responsibilities as required.
- Manages City telecommunications including internal phone systems and cellular usage.
- Directs development of City applications for portable devices (IOS and Android).
- Makes presentations to the Citizens, Elected Officials, Senior Management, and customers.
- Negotiates contracts with vendors.
- Performs all functions and responsibilities according to the Palm Beach County Code of Ethics and Florida State Statutes 112.313.
- Fosters positive employee relations and employee morale.

MINIMUM QUALIFICATIONS:

- Bachelor's Degree in Computer Science, Information Systems, or a closely related field required. **Master's Degree preferred.**
- Master's Degree in Public Administration a plus.
- **Experience in managing government Information Technology Applications desired**
- **Six (6) years' increasingly responsible experience in information technology, technical support and communications or related field.**
- **Three (3) years in a supervisory or senior level.**
- **Experience with project management is preferred. Networking, security, web development and database certifications preferred.**

Knowledge of principles and practices of personal computers, telecommunications and information technology; knowledge of principles and practices of supervision, organization, administration and management; knowledge of Microsoft operating systems; considerable knowledge of analyzing user needs, designing program and systems and implementing applications; knowledge of current developments in information technology. Possession of valid Florida driver's license and clean driving record. Ability to plan, organize and direct the work of a technical staff. Ability to communicate technical information effectively, both orally and in writing. Ability to communicate with others, assimilate and understand information and make sound decisions in a manner consistent with the essential job functions. Ability to operate assigned equipment. Ability to prepare and monitor division budget. Leadership role in day-to-day operations of the information services functions. Ability to adapt to an evolving and continually improving environment. Requires demonstrated ability to utilize personal computer and office software such as MS Work, MS excel and electronic mail.

The abilities expected of all employees include being able to respond to supervision, guidance and direction of superiors in a positive, receptive manner and in accordance with stated policies, be appropriately groomed and attired so as to present a professional image in accordance with the organization's mission, goals, and policies; report for work promptly and properly prepared at the time and place required by the assignment or orders; notify the appropriate supervisor of intended absences in accordance with stated rules; conform with standards and rules regarding use of accrued time; demonstrate a polite, helpful and courteous manner when engaged in any activity with the public; operate and care for equipment to manufacturer's specifications and/or within the specified parameters; demonstrate an understanding, consideration, and respect of cultural, religious, and gender differences when interacting with the public and colleagues.

A comparable combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this position, may be substituted for the minimum

qualifications.

SUPPLEMENTAL INFORMATION:

Physical Demands/Work Environment:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. The work environment characteristics described are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to sit, see and talk or hear, use hands to finger, handle, feel, or operate objects, tools, or controls, and reach with hands and arms. The employee will work primarily indoors and is occasionally required to walk, stand, kneel, bend or stoop. The employee must occasionally lift and/or move up to 50 lbs. Specific vision abilities required by this job include close vision and the ability to adjust focus.

SELECTION GUIDELINES: Formal application, rating of education and experience; oral interview and reference check; job related tests might be required. The job description does not constitute an employment agreement with the employer, and requirements of the job change.

APPLICATIONS MAY BE OBTAINED AND FILED ONLINE AT: Job #01495
https://www.delraybeachfl.gov/home   CHIEF TECHNICAL DIRECTOR
100 NW 1st Avenue   AF
Delray Beach, FL 33444
561-243-7125
HumanResources@MyDelrayBeach.com

An Equal Opportunity Employer

Chief Technical Director Supplemental Questionnaire

* 1. The City will not consider applicants who have used tobacco products for a period of at
     least three months prior to application for employment. The definition of "tobacco
     products" shall include, but is not limited to, cigarettes, e-cigarettes, cigars, chewing
     tobacco, pipes and snuff. Have you used any tobacco products for a period of at least three
     months prior to your application for employment?

     ❏ Yes
     ❏ No

* 2. Please indicate your highest level of education in Computer Science, Information Systems
     or a closely related field:: You must attach a copy of your Degree: diploma or transcripts in
     order to be considered otherwise your application will be rejected.

     ❏ Some High School
     ❏ High School Diploma or G.E.D
     ❏ Associate's Degree
     ❏ Bachelor's Degree
     ❏ Master's Degree
     ❏ Doctorate Degree
     ❏ Masters Public Administration

* 3. How many years of verifiable experience in managing government Information Technology
     Applications do you have?

     ❏ No experience
     ❏ Less than a year
     ❏ One to two years
     ❏ Three to four years
     ❏ Five to six years
     ❏ Seven years or more

* 4. Please describe your verifiable experience in managing government Information Technology
     Applications. Describe places of work, title, duties, etc. Indicate N/A if not experience

* 5. Do you have verifiable experience in information systems with the design, development,

installation and implementation of a major system?

❑ Yes
❑ No

* 6. Please describe your experience (ex. company name,dates,essential duties) in information systems with experience in the design, development, installation and implementation of a major system: Please indicate N/A if not applicable

* 7. How many year of verifiable experience in a management and/or supervisory role in information systems do you have?

❑ No Experience
❑ One to two years
❑ Three to four years
❑ Five to six years
❑ Seven to eight years
❑ Nine years or more

* 8. Are you claiming Veteran's preference? If so, you must scan and attach a copy of your DD-214 to this application. Otherwise your claim will not be considered. Please note that only DD-214 with HONORABLE discharge qualify to claim veteran's preference.

❑ Yes
❑ No

* Required Question

Delray Beach Chief Technology Director

Generic Interview Questions

1. What level of documentation do you require? How much time do you think should be devoted

   to documentation?

2. How do you motivate staff in a period of declining budgets?

3. What do you look to cut when asked to reduce your budget both for the future year and for the

   current year? How do you make non-personnel cuts?

4. Do you write your own Agenda items?

5. Do you have to defend your agenda items? To what audience?

6. What is your view of the City Manager position?

7. What is your support philosophy for the City Manager's Office?

8. Do you review IT contracts? To what depth? What is the IT contract review process?

9. How do you deal with the City Attorney's Office when there are disagreements regarding

   contract language?

10. What areas do you focus on in IT contracts?

11. Have you ever sat on RFP/Award committees?

12. Has an award ever been challenged?

13. Have you ever experienced a system failure during an Elected Official's meeting?

14. What factors do you use to set priorities?

15. How do you say no to a Department Director?

16. Have you ever been legally challenged by a dismissed employee?

17. What level of user security do you support? And exceptions to your chosen policy?

18. Have you ever led a failed project?

19. What project tracking software have you used?

20. Have you ever used Share Point?

21. Have you experienced a period – more than one year – of declining budgets? How did you continue to deliver service?

22. What's your process for getting an employee out of the office?

23. Who handles Public Record Requests? Your involvement?

24. Any experience with Virtual Commission Meetings?

25. What involvement do you have with broadcasting/recording/preparing for Commission Meetings?

Appendix F

Activity Reports

(Weekly summary of activity presented to Assistant City Manager Love.)

IT Department Notes February 28

FROM: TIM EDKIN

Items from IT:

1. Your printer is here and will be delivered on Monday.
2. Fire Alarm Fault – when I came in last Saturday, the Fire Alarm Panel showed a fault. We called the company in on Monday and they could not find a reason for the fault. The fault was serious, however, in that had this building been on fire, the Fire Department would not have been notified and the building likely burned to the ground. We are putting a redundant line so that if the line faults again, there will be a backup line in place to contact FD. There also was no fire extinguisher in the break room so we are ordering one to be installed. With electricity in use (refrigerator, coffee machine, etc.) I felt we needed one there.
3. One of our employees' (Miguel Catalasan) father passed away unexpectedly last weekend and he will be out two weeks. His family is in the Philippines.
4. We held the training session this morning regarding that RFP that IT had put out last October. After a great deal of discussion, I directed that the RFP be cancelled. It was going to be a very large project, stretch out over 2-3 years, and costs would exceed $1 million at the minimum. The project never would have been approved by the CMO or subsequently, the City Commission. And with the ability to fill open slots, much of that RFP work should be able to be done in-house. There is a police project in that scope that is needed but we will handle that as a separate item. And there may be some smaller tasks that may need outside support at times, but this project was much too large. If it's not going to be funded, there's no reason to waste any more time on the project. Plus, it should be something a new IT Director (CTD) should review and if he/she decides it needs to move forward, they can re-issue the RFP.
5. We have located some software that will give IT the ability to avoid the file security situation that was found by the Attorney's office this week. Cost will be $10k or less. We will obtain and implement as soon as possible. We still will need to establish proper procedures which will take some time, but at least now we have a tool to monitor file access permissions.

IT Department Notes March 6

FROM: TIM EDKIN

Items from IT:

1. We suspended an employee for 3 days on Monday based upon his unacceptable performance the prior Friday in the Finance Office. The suspension process had not completed when he turned in his resignation on Wednesday. We are changing that position into something that is desperately needed here – a true network specialist.
2. Budget – certain items like the Canon Copier/Printers and cell phones are being coded to the individual departments. All the monthly invoices come into IT and then we code them back out to the individual departments. We want to propose that those items just be budgeted within IT so that each month we don't have to spend many hours coding each individual bill. We could use the regained time to help with Public Record Request E-mail extractions. Don has already mentioned this change to the Finance Director she seems amenable to the change.
3. I would like to propose that IT limit streaming video and audio activity on the City network. Certain individuals and maybe even departments would need to have access to those services, but we believe that reducing such traffic on the network will increase overall performance. If the CMO agrees, it would be something to raise at the ELT meeting. Would take a little bit of time to implement to ensure that it's managed properly.
4. We've put in a work request to get the IT hallway walls painted. Hasn't been done in at least 6 years and it's shabby.
5. Still working on the import of 10-digit City phone numbers into personal devices and we may be able to provide that next week. Had some breakthroughs.
6. I've been testing my badge access as I've been going around and it's been very good – but today I ran into an issue that it didn't work on the Finance door although badges from other IT personnel did work.

IT Department Notes March 12

FROM: TIM EDKIN

Items from IT:

1. Software to manage that file security problem we experienced a couple of weeks ago (City Attorney files were not protected properly) will cost around $18,000 for the software and installation. They really need these tools – the exiting tools couldn't even find who has modified a file. Lots of exposure but this will give the staff the software they need to close holes and monitor activity.
2. We will be implanting the E-mail banner next Tuesday. This a "banner" that will appear at the top of an email that you receive from outside the City's system. It's just a way to let you know that it is from outside so you need to be careful about clicking links that may be present. We discussed it at the ELT meeting Wednesday. Almost every one of the major intrusions that make the news (Target, Equifax, etc.) start from a phishing email.
3. City contacts on your phone – this one is driving me crazy. It works on an Android device but not on an Apple device and I can't find out why. The "long way" to get there we discussed a couple of days ago does work, but you must make 5 presses to get to the number. That is too long. I'll keep working on it and I've asked some outside colleagues but no response so far.
4. We will provide the quote needed to purchase the equipment George wants for his presentations. As you know, he requires duplicates of every item he uses. They have none of it on hand. We have identified personnel to assist with his presentations – a primary and a backup.
5. I received the Continuity of Operations Plan (COOP) from Fort Lauderdale and it's a very good and detailed document. Supposedly DRB has a COOP and I've asked to see the document.
6. We are in the process of creating a "Hurricane Book" for IT. They have nothing written regarding what IT does under a watch, under a warning, and in the aftermath. They didn't even staff anyone here at this building during an event! No IT hot line, no phone tree, no written assignments, etc. It's hard to imagine that nothing has been documented.
7. We were going to implement technology for the "Clean and Safe" crew that would automate their work orders next week. However, the vendor that was coming down for training called and said that their firm has stopped all travel. No future date established.
8. IT has been requested to perform an EOC equipment setup on March 30. There are around 45 PCs to deploy and they are in the process of testing each one. There are software updates needed and they are working the update process.
9. I will be checking into IT at times while I am gone. There's a lot of activity I want to stay up on and push. If you need anything, please don't hesitate to call or text or send me an email. If all goes well, I'll be back in the office on March 25.

IT Department Notes March 27

FROM: TIM EDKIN

Items from IT:

1. Cancelled trip up to the Tallahassee backup center. We can get some things done remotely but to eliminate the worst-case ransomware attack we need to spend a few days up there.
2. We are literally out of laptops. Have distributed 60 of them. Have ordered 30 more but not getting an ETA from the vendor.
3. Call center established and up and running and in the "tweak" stage. I think they did a nice job with the setup and appears to be running well.
4. Arts Garage – had to install Comcast line, network line, and increase bandwidth. Job was tougher than we had anticipated. But the IT part seems to be working well.
5. Rolled out MS Teams to Fire/Rescue and others.
6. Set up MS Teams in Chambers on that PC and worked with Brenda to prepare for a meeting. Was going to use it for the upcoming short CC meeting but that got cancelled. I will work with Katerri to get her up to speed on Teams and I think I was given some bad information. Teams may work quite well with Granicus.
7. Investigating replacement for Code Red alert system. Issue is cell phones – they need to be registered. But looking into a Federal system called IPAWS which may offer a solution.
8. Four people working out of the office today. Two were self-quarantining, one has health issues and is better away from office, and one was sick.
9. Formalized work plan for next week. Six people will be home; six will be on-site. Split the groups such that at least one person will be on site for supporting the major activities – Help Desk, Applications, Network, Phones, and Management. Set up Team review meetings every morning at 10. I will be here; Don will be at home. We will run this for a week and see what adjustments we need to make. Probably going to rotate people on a weekly basis.
10. Spent a lot of time on the DeJesus phone trying to get it unlocked to satisfy the Public Record Request for the text messages. Trying one last solution.

IT Department Notes April 3

FROM: TIM EDKIN

Items from IT:

1. All laptops have been distributed. No ETA on the laptop order to Dell we have placed.
2. Several laptops not working; staff is coming in Saturday to effect repairs. These are old training PCs.
3. Revved up Go To Meeting software for City Manager so he could conduct his meeting with local religious leaders. Got it up, tested and in production the same day.
4. City Commission meeting delayed 15 minutes due to IT errors. Working with vendor to fix.
5. Questions for the Chief Technical Director were not sent out by HR. Responses now not due back until April 10.
6. Procured, prepared, and delivered new cell phones for new CMO employees Jason and Gemma. Jason's has been delivered. I haven't even seen Gemma yet. Phones were obtained for zero cost.
7. Researched and sent to the City Manager requirements for City to apply to use the IPAWS alerting system for in-area cell phones.
8. Established Hot Line Call Center email workflow.
9. Four staff in building this week; 7 at home. Next week 5 will be on-site with 6 at home. Rotating staff on a weekly basis.
10. Tested WebEx software for virtual Commission Meetings with Katerri. Test went well. We will be doing a stress test on Monday. For virtual meetings, down to GTM and WebEx. It appears WebEx may integrate with Granicus which would be huge.
11. I will be leaving for home April 10 with a planned return April 20. Don will be in office while I am out.

IT Department Notes April 9

FROM: TIM EDKIN

Items from IT:

1. Updated multiple PCs with software to provide Finance with information – apps that help track activity.
2. Published the Teams documentation and distributed it to Departments that are using Teams. After solicitation, two members of those Departments will have the ability to create Team groups. Due to security concerns, we need to limit that capability.
3. Published the Go To Meeting documentation.
4. Obtained, distributed phones to Jason and Gamma. Their PCs are now on order and should arrive next week.
5. Chief Tomey provided a couple of boxes of gloves – we were out.
6. Researching printer for the City Manager. Didn't like my first option; trying another.
7. Tested and selected WebEx for City Commission virtual meetings. Ran the first test today; several issues arose, and staff and City Clerk's office will be working them.
8. Spent a lot of time in GoToMeeting meetings. Some went well, some didn't go so well. Everyone in the world is now trying to run virtual meetings and their systems get overloaded at times.
9. Leaving for Pennsylvania tomorrow; hopefully back on April 20. I am available next week and will be spending some time on IT activities.

IT Department Notes April 17

FROM: TIM EDKIN

Items from IT:

1. We have received the updated licenses for the WebEx product and are testing.
2. Granicus – vendor issues remain.
3. Help Desk activity is stabilizing as users are becoming more comfortable with the usage of technology from home.
4. Will begin virtual interviews for the IT Director position next week.
5. MacBook PCs for Gemma and Jason have been ordered; should arrive next week.
6. Provided Teams special access to Departments the requested such access.
7. Katerri will be using GoToMeeting for her Agenda Review meetings – we bought another license for her.
8. Hope to begin Department budget meetings next week.
9. Will be requesting equipment and contact information from the Commissioners for configuration and testing of their activity at a virtual meeting.

IT Department Notes April 24,2020

FROM: TIM EDKIN

Items from IT:

1. We have selected 3 candidates for the Chief Technology Director. Had the first interview Thursday and he is very competent and experienced. But he blew the main question. Other two will be set up for interviews next week.
2. Reviewed local government virtual meetings.
3. Set up the voice mail process for the Commission Meetings. Citizens will have access to call in and leave comments before a meeting (general comments) and after a presentation before the Commission discussion.
4. Creating documentation for Commissioners and Department Heads to remotely join the Commission meeting.
5. Received Apple iPads for Parks & Rec and will be ready to deliver to employees next week.
6. Received and configured MacBook's for Gemma and Jason. We will replace their laptops with desktops so we will have two laptops in stock. (Already gave one up for Missy's employee).
7. Gathering information – contact, computer type, etc. from Department Directors for their participation in the virtual Commission meeting.
8. Will be testing virtual meeting with Commissioners and Department Directors next week.

IT Department Notes May 1,2020

FROM: TIM EDKIN

Items from IT:

1. Interviewed final 2 candidates for the Director position. Would like to present them to the CMO the week of May 4.
2. Wellness Center lost internet connection because Comcast closed the circuit. Was a huge miscommunication. HR asked IT to "disconnect" the line so that thy line could be charged to the Wellness Center. What HR really wanted was simply to have the billing changed to a different address. IT told Comcast to cancel the line believing that HR was going to have Comcast install a new account. Line for down for a few hours but Jennifer, working hard and late, got the original line re-connected.
3. Tested Virtual Meeting with all the Commissioners and the testing went well.
4. Tested Virtual Meeting with George and while George believes it is going to be a huge flop, his testing went well. He will be doing a virtual presentation on the 5/5 meeting.
5. CRA has scheduled a meeting for 5/7 and IT began testing and documentation for those meetings.
6. Other Voice Mail numbers and mailboxes have been set up for the CRA and some of the other boards (P&Z, Historical Preservation, etc.).
7. DeJesus total email count is about 250,000. IT cannot extract that many email items. They desperately need a tool that will allow them to more quickly extract large numbers of emails. IT is to take over the email extract process for PRR.
8. Identified (finally) a security candidate for the open position. However, Jessica had applied for that job twice (there were three rounds) and HR never offered her an interview. Last I heard was that Duane was to meet with the City Attorney today.
9. Most Department Directors participated in a test of the virtual meeting.
10. Did discover that when a director or ACM needs to speak (answer a question from the dais), they need to virtually raise their hand. That will identify them quickly so that their mic can be unmuted.

IT Department Notes May 8,2020

FROM: TIM EDKIN

Items from IT:

1. Installed new City Manager printer. Due to password issues and no assistance from the vendor, could not configure properly and had to return the printer for a replacement.
2. Extensive WebEx testing and documentation.
3. Review Information Technology certification requirements.
4. First virtual City Commission Meeting! A huge success.
5. Second virtual City Commission meeting two days later; emergency request.
6. Chief Technology Office candidate resumes distributed to City Manager's Office in preparation for CMO interviews.
7. First Community Development Agency virtual meeting.
8. Daily staff meetings.
9. Bought lunch for all IT staff, even those working remotely.

IT Department Notes May 15,2020

FROM: TIM EDKIN

Items from IT:

1. Configured and installed new City Manager printer. This one works and he seems pleased.
2. Discussions with jay Stacy on IT personnel, structure, issues, etc. Hope to have him on board May 26. If so, my last day would be scheduled for June 3 unless there's some reason for me to stay.
3. WebEx design discussions.
4. IPAWS research – a meeting was scheduled Wednesday but it's been pushed to May 20.
5. Will be bringing in the presenter for the 5/19 Commission meeting on Monday to train. He will be performing his presentation in the 1st Floor conference room.
6. Spent a great deal of time training staff who are responsible for the lower boards (P&Z, etc.).
7. Created the Voice Mail phone numbers and mailboxes for those lower boards. Those meetings will be run just like the Commission and CRA meetings.
8. Jessica Cusson interview.
9. Working on some turnover items for Jay.

IT Department Notes May 22,2020

FROM: TIM EDKIN

Items from IT:

1. Cut Reclaimed Water presentation from the Commission Meeting for the City Manager.
2. Researched the 2018 and 2020 agendas focusing on the $4m IT requests.
3. Budget review, modifications; CIP request review and modifications.
4. Requested Covid-19 testing for City hall workers but denied as they only want to test those with symptoms or have had close exposure.
5. City board quasi-judicial virtual meeting design and user training.
6. City Commission meeting with outside presenters.
7. Created turnover documents for Jay Stacy regarding personnel, shop status, priority tasks, budget, past activities.
8. Several discussions with Jay in preparation for his arrival.
9. Generator failed on Saturday. When FPL power went out, the transfer switch to start the generator failed. Fortunately, two IT staff on-site and was able to raise alarm and mitigate the computer room heat. Contractor started generator and advise that we keep it on after power came back. Public Works shut it off.

IT Department Notes May 29,2020

FROM: TIM EDKIN

Items from IT:

1. Jay Stacy arrival and introduction.
2. Create new combined job description to replace existing item.
3. Created IT security support memorandum.
4. EOC dry run equipment installation.
5. IPAWS discussion/research with Chris Bell.
6. Notified candidates that were not selected for the Chief Technology Director position.
7. Reviewed outside auditor IT issues and recommendations.
8. Created Don Marese review (6-month probationary).
9. Turnover activities with Jay.

Appendix G

Timothy Edkin Resume

TIMOTHY R. EDKIN
381 Millgate Road
Bellefonte, PA 16823
tedkin@edkin.us
(Cellular) 954-871-4330
(Alternate) 954-296-9087

2012 – 2020

SCORE Central PA Executive Committee
SBWJA Water Authority Board Secretary
Benner Township, PA Auditor
TP Southern Charm Limited

City of Fort Lauderdale, FL 2001-2012
Information Technology Director, CTO

Development, Support, and Maintenance of all software and tools required to process municipal activity both for internal (Accounting, Billing, Parking, Emergency Services, GIS, etc.) and external (Payments, Utility Billing, Permitting, etc.) customers including e-business activities. Management of all voice and data networks including leased lines, wireless communications, and fiber connectivity. Also responsible for both Public Safety and non-Public Safety radio communications, maintenance, and infrastructure.

Ecometry Corporation (fka Smith-Gardner)
1996-2001
Vice President, Product Development

Responsible for all aspects of software development and delivery – Web (e-commerce), Legacy, Unix and NT Programming teams, Business Analysis Design, Quality Assurance, Production Control, Documentation, Conversions, and internal IS (Network, Desktop, telephony support). Ecometry is the industry-leading supplier of turnkey Mail Order & Cataloging software. Clients number over 300 located on six continents. Application supports clients processing upward of 200,000 orders per day. Software integrates all business lines – mail order, phone order, retail, and e-commerce.

MISSION STATEMENT

Use available people, technology, and organizational resources to manage, plan, and drive the Information Technology needs of the organization. Direct with care, compassion, and communication.

PROFESSIONAL OVERVIEW

Thirty plus years of experience in both the technical and management areas of Information Technology. Directed all areas of data processing including Application Software Development, Systems Software Development, Data Management, Customer Support, Computer Operations, Quality Assurance, Documentation, and Data Network Communications. Skilled in understanding user requirements in order to deliver automated solutions. Broad experience in both expanding data processing support to new locations and in downsizing existing operations in order to contain costs. Have been directly responsible for 80+ employees and have managed geographically separate teams.

PROFESSIONAL ACCOMPLISHMENTS

- Implemented E-Government initiatives to allow municipal activities such as payments, event ticket purchases, and recreational program reservations to be performed by citizens using the Internet.

- Created "Election Central" process to manage all voting machine activities for 110 precincts in municipal elections. Items included a call center, VST management, and an on-line GIS application to track all election-day activity. Process was so successful that County Supervisor of Elections requested that we expand the process to administer subsequent county-wide election that involved nearly 400 precincts.

- Implemented Highway Advisory Radio System (HARS) for the City.

- Successfully negotiated franchise agreement with Comcast that included a creation of an I-Net which provides data and voice fiber connections to 30+ City facilities at no cost to the City.

- Hired and directed team in developing an integrated e-commerce solution to link Web users real-time to

TIMOTHY R. EDKIN (CONT)

Computer Perfection
1994-1996
Vice-President
Consulting firm for PC hardware and software installation, hardware and software repair, and contract programming.

Siemens
1982-1994
Director, MIS

Responsible for the design, development, implementation, and maintenance of computer software applications for $250M Telephone Interconnect company. Computer systems supported all business and accounting functions (Sales, Inventory, Job Costing, Service & Dispatch, etc.) for 80+ locations.

Levi Strauss & Company
1979-1982
Supervisor, Systems Software

Responsible for all aspects of Systems Management and systems software development for HP e3000 computers supporting a group of 20 programmers. Software sustained business applications written for foreign operations (Canada, UK, Germany, Belgium, Japan, Mexico, etc.). Software supported port of applications to IBM 4300, AS400 without source changes.

Fleet Material Support Office
United States Navy
1974-1979
Programmer/Analyst

Responsible for programming and maintenance of General Ledger applications that supported military supply operations in over 400 locations worldwide.

PROFESSIONAL ACCOMPLISHMENTS

existing order entry application. Scalable, transactional interface developed using CGI (included the profiles) for the turnkey user, and COM and XML solutions for the more advanced user on NT, UX, Linux, AIX, and Solaris platforms.

- Directed team to port existing HP e3000 MPE legacy application to HP UX 11.0 9000 and NT 4.5 platforms using Oracle 8i with a VB front-end presentation.

- Revenue expanded from $15M to $50M with no increase in legacy headcount.

- Budget responsibility in excess of $4M.

- Prepared and delivered conference presentations for 500 attendees.

- Installed and supported software suite at over 80 nationwide locations using servers located in California, New York, and Florida.

- Consolidated regional data centers into a single location.

- Developed non-stop Physical Inventory process.

- Developed integrated Job Costing system combining Payroll, External Expenditures, and Internal Costs that were posted directly into the General Ledger.

- Designed and developed data base interface program that permitted the same code base to be executed on different hardware platforms using different DBMS.

EDUCATION
Florida State University
Certified Chief Information Officer (CCIO)

Pennsylvania State University
MPA, Public Administration

Edinboro University
BA, Political Science