Information Technology Department Business Plan

Fiscal Years: 2022 and 2023*
(10/1/2021 through 9/30/2023)

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DEPARTMENT OVERVIEW

The Information Technology Department (ITD) is the central technology service provider for Miami-Dade County supporting County departments, external governmental agencies, and residents alike. As a custodian of data and innovation, the Department strives to make information and services easily accessible to customers and visitors of Miami-Dade County. The Department works to build a secured technology infrastructure while establishing and maintaining an effective operational environment. In addition, ITD collaborates with County executives, departments, and industry partners to continuously implement and maintain modern solutions that enable easy access to County services.

Technology is fast-paced and rapidly evolving. Keeping up with customer expectations is vital to the success of a resident's government experience. Therefore, what ITD delivers is at the root of County operations. Services span the gamut of a secure IT infrastructure with a reliable network, radio, telephony, hardware, and software platforms that support countywide applications and services. As such, the Department establishes technical services and innovative solutions that bring value to the organization and its constituents.

The Department works tirelessly to effectively transform mindsets and methodologies to become a people-driven, agile organization that can easily adapt to change. ITD has taken steps to achieve this by promoting private sector thinking and adopting IT best practices. A key component entails ways of innovating in small, self-organizing, cross-functional teams that collaborate without hierarchy and partner directly with our customers to achieve the common goal of providing working solutions that meet end-user needs; thereby empowering the IT organization to create value more efficiently by sharing, reusing, and adopting solutions.

Aligned with the vision of County administration, IT solutions empower customers to play a participatory and active role as they demand more and more self-service opportunities from the convenience of a digital device. Technology will continue to drive the solutions that address these needs in a holistic and personalized customer experience. County IT is uniquely positioned to advocate for the streamlining of services and back-end processes across the organization to create a marketplace of digital solutions that better serve residents and facilitate access to meet their needs.

Department Mission

The **mission** of the Information Technology Department is to provide strategic innovation and IT solutions that deliver results and enhance the customer experience to ensure operational efficiencies and collaboration throughout Miami-Dade County.

Our **vision** is to transform the customer service experience through innovation.

To meet this vision and mission, ITD has established the following strategic goals.
- ✓ Provide reliable and secure government digital services
- ✓ Enable transparency of service and reuse of data
- ✓ Modernize infrastructure platforms to ensure community access and connectivity
- ✓ Promote a cross-cutting, agile organization that is easily able to pivot and respond to change
- ✓ Identify and plan innovation strategies that will enable the County to be Future-Ready

Table of Organization

OFFICE OF THE DIRECTOR
Oversees the provision of IT resources and services, innovation and performs Chief Information Officer (CIO) functions

FY 21-22	F Y22-23
8	9

ADMINISTRATIVE SERVICES
Provides financial, budgetary, human resources, procurement and administrative support to IT operations

FY 21-22	FY 22-23
49	44

ENTERPRISE DATA CENTER
Provides 24 X 7 operation and support for the hardware and system software that run the County's mainframe and distributed systems environments; provides enterprise scheduling storage, backup, printing, emergency preparedness, and mainframe disaster recovery services

FY 21-22	FY 22-23
120	72

NETWORK & TRANSPORT
Delivers engineering, enterprise maintenance, installations, and support for telephone systems and wide and local area network support

FY 21-22	FY 22-23
58	56

RADIO COMMUNICATION SERVICES
Provides local and regional public safety first responders and County departments with efficient, reliable, and secure radio communications services and solutions

FY 21-22	FY 22-23
53	53

GEOSPATIAL TECHNOLOGIES
Delivers ability to enable location intelligence, spatial analysis & data science, mapping, imagery, real-time and temporal visualizations & analytics, and data maintenance services

FY 21-22	FY 22-23
79	83

PUBLIC SAFETY/JUSTICE SYSTEMS
Provides multi-platform automated application systems for the support of public safety applications for the Clerk of Courts, Police, Corrections and Rehabilitation and other criminal justice partners

FY 21-22	FY 22-23
70	72

ENTERPRISE RESOURCE PLANNING
Delivers enterprise program services for Enterprise Resource Planning (ERP) and core legacy systems including human resource and financial systems

FY 21-22	FY 22-23
52	53

ENTERPRISE SECURITY
Develops and implements data security policies, manages enterprise security risk, and manages the County's data security infrastructure, remote access, directory services, and mobile messaging

FY 21-22	FY 22-23
43	44

REGULATORY & UTILITY SERVICES
Develops IT multi-platform capabilities for the Water and Sewer, and RER portfolios; providing for continuous business improvement

FY 21-22	FY 22-23
105	81

DATA MANAGEMENT & INTEGRATION SERVICES
Delivers services for enterprise hosting and integrations, analytics and data modeling, database, and development support

FY 21-22	FY 22-23
37	72

TRANSPORTATION & CUSTOMER EXPERIENCE SOLUTIONS
Provides innovation, mobility capabilities, 311 Answer Center and multi-platform departmental automated systems for Seaport, Communications and Customer Care, and Transit business needs

FY 21-22	FY 22-23
60	57

CITIZEN & NEIGHBORHOOD SERVICES
Provides multi-platform Countywide and departmental automated systems for administrative, legislative, parks, property appraiser, public housing, and community action needs

FY 21-22	FY 22-23
36	61

SERVICE MANAGEMENT
Provides centralized services and support to County Departments through the IT Service Desk, telephone services, computer peripherals, desktop and server virtualization and service management. Maintains internal incident, work order and billing systems

FY 21-22	FY 22-23
113	127

COUNTY ENTERPRISE SYSTEMS
Provides Countywide technology systems and services including Asset management, Data management, eCommerce, Code Enforcement, Credit and Collections, Enterprise Cashiering and Tax Collection

FY 21-22	FY 22-23
47	47

STRATEGIC PERFORMANCE & BUSINESS RELATIONSHIP MGMT
Provides strategic project, relationship and technology vendor management to all county departments while providing continuous business enhancements

FY 21-22	FY 22-23
19	18

The FY 22-23 total number of full-time equivalent is 949 FTEs.

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Our Customer

As part of the General Government strategic area, the IT department is an essential link between Miami-Dade County government and the 2.7 million residents it serves. The Department drives organizational service delivery through customer-driven operations and inclusive services focused on responsiveness to the needs of the community from its government. Therefore, ITD provides support to both internal customers that include County departments and agencies, as well as partner local governments and external agencies.

Residents consistently leverage County IT solutions to obtain information and conduct County business on digital channels. They expect reliable, equitable, and secure access. Whereas customer departments expect a readily available and secure computing and networking infrastructure to support their respective business services. They seek cost-effective and timely solutions to enable delivery of service to meet resident needs.

Therefore, developing customer-centric solutions to enhance the way residents interact with government is the cornerstone of the success of the IT organization. The departments seek new and innovative ways to create positive impact in the community. By moving the needle to ensure access and connectivity, the department remains aligned to bridge the digital divide for underserved residents. In addition, unique to the IT organization are Innovation and Relationship Management functions serving as change agents and working to develop IT strategy to scale solutions aligned with County administrative priorities.

The strategic planning and provisioning of services are evaluated by the Business Relationship Management (BRM) team throughout the fiscal year to ensure satisfaction and the effectiveness of IT services. In addition, the Application teams works closely with customer business units to identify opportunities leveraging existing solutions or emerging trends to ensure the alignment of countywide IT strategy to customer business priorities. With the creation of an innovation arm, the IT department is positioned to deliver solutions aligned with executive priorities that support community equity and engagement and drive results to achieve environmental and economic goals.

Along with internal customer engagement, ITD collaborates with community partners and civic organizations to ensure the voice of the customer drives the services we enhance. The department is a champion and County advocate in various technology movements and community events to ensure that Miami-Dade County engages with its citizens and local tech thought leaders in the delivery of modern solutions that are inclusive and transformative. Together with the customer, County IT has made strides in not only modernizing existing systems but in creating new sources of value that have transformed the way government interacts with residents, businesses, investors, and visitors.

Strategic Alignment Summary

The Departmental programs and initiatives support the following objectives from the General Government portion of the Miami-Dade County Strategic Plan:

GG1-1	Provide easy access to information and services
GG1-2	Support a customer-focused organization
GG2-1	Attract and hire new talent
GG2-2	Promote employee development and leadership
GG2-3	Ensure an inclusive and diverse workforce
GG3-1	Deploy effective and reliable technology solutions that support Miami-Dade County services
GG3-2	Ensure security of systems and data
GG4-2	Effectively allocate and utilize resources to meet current and future operating and capital needs

In addition, ITD is currently developing solutions to support the action items outlined in the County's Thrive 305 Plan that are further categorized in 4Es: Equity, Economy, Environment and Engagement. The table below is a high-level matrix of how we will ensure technology programs will align to these.

Equity	*Economy*
• Develop and aggregate systems that enable open access to data to ensure equity in the workforce and community • Enhance mapping technology to identify underserved communities • Develop strategy to bridge the digital divide to connect communities in need	• Foster partnerships and opportunities that stimulate innovation and build pipelines of talent in local budding industries • Automate digital services making access to government more efficient and reliable for secure transactions
Environment	*Engagement*
• Develop an infrastructure that supports the monitoring of climate and heat • Implement smart tech that applies sensors, artificial intelligence, and data to reduce emissions and streamline processes • Solution the measure of our carbon footprint • Support the systems that enable environmentally conscious programs	• Develop and aggregate systems that support No Wrong Door to County services • Curate an environment that stimulates and promotes new ideas through community hackathons, tech event activations, job fairs and datathon opportunities • Develop a seamless customer experience that promotes transparency and participation

KEY ISSUES

The following SWOT identifies key issues facing the department as weaknesses and threats.

Strengths	***Weaknesses***
• Investments in enterprise infrastructure and technology. • Enhanced cost effectiveness and efficiencies because of IT consolidation. • Business transparency through digital contracts, centralized billing database and portfolio business planning. • Leveraging cloud-based service options for expanded technology solutions. • Ability to execute the understanding of business development, requirement, and implementation of custom solutions that meet the needs of Miami-Dade County agencies. • Ensures that current and new systems meet the continual use and enhancements of security standards. • Focus on the digital workspace, giving employees and citizens the ability to access county network and resources anywhere, anytime, and everywhere. • Tenured talent provides system stability and reliability.	• Limited documentation of internal business process. • Execution of succession planning strategy due to recruitment procedural rigidness and loss of institutional knowledge through attrition and retirement. • Limited marketing of departmental services and products. • Limited technical debt inventory and applications catalog. • Resistance to change causing slow adoption of new technologies and mindsets. • Limited change management governance for system configuration changes or upgrades. • Existence and increasing number of legacy applications. • Limited cross departmental awareness of available datasets solutions causing duplication of effort and inadequate information for decision making. • Experience in cloud-based support functions, not matching cloud-based demands. • Lack of flexibility in hiring process, salary negotiations, and outdated description and function.
Opportunities	***Threats***
• Creation of a quality assurance area to ensure accuracy and standardization of applications. • Inventory of technical artifacts and applications catalog. • Coordinated investment in enterprise solutions. • Increased use of new technologies and digital experience paves a way for future innovation. • Streamline and strengthen technology vendor management and partnerships. • Improvements in established governance and methodologies to increase efficiencies. • Engage and recruit highly skilled technical talent. • Advancement of metrics to track operational goals, efficiencies, and success factors. • Operational standardization to reduce complexity of delivering service. • Increase cross departmental awareness and adoption of reusable modular and configurable solutions and awareness of internal datasets. • Establish Resilient Departmental Threat Support team to support technology resources while minimizing impact to meeting business plan goals. • Engagement of external expertise and consultants.	• Business process knowledge of County operations. • Loss of customer's institutional business process knowledge and County operations due to attrition and retirement. • Lack of County coordination for strategic priorities of IT modernization efforts. • Rapidly changing cybersecurity threat landscape. • Ability to attract and retain IT talent in a competitive market. • Impediments to innovation implementation with a rapidly changing technology environment due to procedural rigidness. countywide IT strategy • Dependency on global supply chain. • Existing processes need to be reviewed as part of a continuous improvement program. • Future economic and fiscal impacts due to COVID-19 or similar events. • Potential inability to meet customer needs due to unexpected threats requiring critical resources to be reassigned until end of threat. • Proposed constitution offices separation impact to funding and resources. • Increased operational overhead can reduce ability to provide competitive pricing.

The IT Business Relationship Managers work with customers to tackle departmental Key Issues that require innovation and modernization and ensure appropriate IT budget planning to address needs associated with technology implementation across the County organization.

PRIORITY INITIATIVES

The departmental programs and initiatives that support and align to the County's goals and objectives are as follows:

GG1-1 Provide easy access to information and services

The IT department is committed to developing interactive and self-service solutions to better serve the community, promote equity of access and government transparency. Highlights of services include:

- **Customer Service and Experience Initiatives:** The customer experience and the technology that drives it, are the cornerstone to achieve residents have No Wrong Door to access County services. Critical to achieving this are major initiatives that will modernize and streamline County services and solutions.

    o **Customer Relationship Management (CRM) Solution:** ITD in collaboration with the Customer Experience and Communications and Internal Services Departments released a Request for Proposal (RFP) for to replace the existing Hub 311 System with a state-of-the-art CRM Solution, that will modernize customer interaction, improve the customer service experience, and help strengthen the ways residents and business interact with the County. The evaluation process is being finalized and the project is expected to enter the negotiation phase in early/mid 2022.

    o **Customer 360 Initiative:** Development of a unified content and data platform for the use of communication and outreach during critical situations like severe weather and other events that require information to be shared quickly and effectively with residents and employees via various channels such as miamidade.gov, SMS Text, Social Media, Smart devices, landlines, and other modes of communication.

    o **Contact Center Solution:** Enable phone, email, text, chatbot, virtual interaction with 311 call specialists, and interactive voice response - IVR technology.

    o **Miamidade.gov**: Provide access to government information and services through the development of applications made available to support, the County web portal, miamidade.gov, and County digital channels. Development of self-service solutions via a single sign-on digital experience on the unified content and data platform with account functionality expanded service request opportunities, and content tailored in a personalized digital marketplace of online services.

- **Open Data Initiative**: Provide access to open data, collaboration, and government transparency made available using County GIS technology. The technology enables users to reuse data and communicate with government for reporting problems, locating services, and supporting their needs such as resiliency, sustainability, urban and transportation planning. Continued development will foster collaboration with municipalities and local utilities to improve the level of services provided to residents and visitors, eliminate silos or duplication of data, and build efficiencies between local government partnerships to build a Super Region throughout Miami-Dade County.

- **Legislative Management System:** The new comprehensive Legislative Management System will include the integration of document management and routing, departmental participation in the agenda process, mobile-centric system access by the public, public subscription with real-time notification of agenda publication and changes, role-based security for County users, robust auditing capabilities, full-text search, and seamless integration with the upgraded Board directives application. The main and auxiliary system contains detailed Business Intelligence dashboards that allow for close to real-time review and support decision making.

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- **COVID-19 Relief Initiatives:** The IT Department, in continued collaboration with various departments and agencies, has undertaken several initiatives to provide relief to County citizens and businesses who have experienced financial hardship due to the pandemic. Community relief efforts resulted in the creation of applications and systems that provide direct relief such as Emergency Rental Assistance Programs.

- **Digital Municipal Plans Review:** Digital plans review enables efficiencies in the review and permitting process offering the County's shared customers (developers, design professionals, and citizens) a more streamlined process for all stakeholders including municipal partners by reducing the time needed to travel between County facilities and municipalities to conduct plan review and permitting business.

- **Permitting, Planning, and Code Enforcement:** The Department will continue to develop the Building and Permitting one-stop-shop online. The solution will be used countywide for licensing, permitting, plan review, inspections, and code enforcement business processes that will leverage the existing GIS infrastructure, provide mobile technology for remote work in the field, provide a workflow-based user interface for administrative and support staff usage, and a citizen portal that will streamline these business processes for the public.

- **Neighborhood Mobile Solutions:** Working with the Department of Solid Waste Management, additional enhancements to the department mobile application will include Waste Payments, Account Services Alerts and Notifications, and Where's My Garbage Truck to make it easier for customers to obtain Solid Waste information and manage their accounts.

- **Transportation Mobile Solutions:** The Transportation and Economic Development strategic areas are implementing mobile applications that serve land, sea, and air. In Seaport, Cargo and Cruise customers will have services at their fingertips including available transportation options to get to and from the Port, Parking Information, Mobile Parking Payment, Cruise Line/Gate information, Port News, Web Cams, and a Customer Survey. Further, key data will be available for leadership to monitor transactional activities in Cruise and Cargo. The Transit mobile applications were consolidated into the GO Miami-Dade Transit App. Future enhancements will include Regional Mobile Ticketing, Push Notifications, Account-based processing, and contactless payment for international cards.

- **Interactive Access to Recreational Services:** The department will continue to enhance the ParkLink solution for Parks, Recreation and Open Spaces providing enhanced functionality to administer Facilities Reservations, Program Management, Membership Management, Point of Sale to include Inventory, Event Ticketing and Permitting Software Solution. The Solution will include a robust back-end account management module, social media integration and shall provide the ability to integrate with County financial systems.

- **Elevator Safety Online Services:** In support of the Internal Services Department, ITD is leading the effort in providing a browser-agnostic solution that will be available across all devices with capabilities for Citizens, Property Owners, Elevator Companies, and Elevator Inspectors to view the Elevator/Unit Inspections, Certifications, Submit Permits and Inspection Reports Online. Additionally, this service will allow these parties to make payments for Certificate of Operation and Permitting and Inspection fees.

- **Self-service Tenant Portal:** In support of the Real Estate Development Division of Internal Services, ITD is leading the effort to provide a Tenant Portal to allow for online payments for rental and lease obligations in the initial phase. Additional online services for acquisitions and appraisals will be made available in subsequent phases.

- **INFORMS Vendor Services:** Miami-Dade County Vendors have the capability to quickly access information regarding the status of invoices and payments by signing into a self-service portal to easily perform a custom search without having to depend on manual processes to get access to this information. In FY 2022-23, the system will be further enhanced to include the development of invoice submissions and processing.

GG1-2 Support a customer-focused organization

The IT department is committed to developing internal programs and business process reengineering to help departments better service customers. These include:

- **Service Management and Customer Strategy:** In upcoming fiscal cycles, the key emphasis will focus on customer self-sufficiency, situational awareness, increased productivity, and efficiency following the IT Service Management tenets for continuous improvement and enhancement of the overall customer experience. Central to this effort is a streamlined IT Service Center with priorities of transparency, triage, and commitment to First Contact Resolution. An enhanced IT Service Catalog along with a Client Services, Cloud Support, and a Communication Service team that transforms the customer experience. In addition, the BRM team works directly with customers to strengthen the relationship between the IT provider and its business stakeholder. Together with customers and the IT operational teams, the BRMs shapes innovation demand, leverages technology, and ensures IT services meet customer expectations. Finally, to ensure customers can scale solutions, the Enterprise Project Management office endorses the appropriate monitoring of resources for the quality delivery of enterprise IT projects that have a large impact across the County.

- **Water and Sewer Technology Initiatives:** In alignment with the County's Smart-City vision, the Department works closely with WASD Business Units, partner with County departments, and various specialized vendors, to continually introduce innovative solutions and technologies that expand WASD's IT capabilities to serve its customers. As such, IT serves as a central solution-based resource to increase productivity, efficiency, and enable better data analysis. This in turn helps improve decision-making; foster continued data and system enhancements via mobile and cloud solutions; promote proactive infrastructure management and diversify customer service communication channels. These efforts have shaped and will continue enhancing how WASD conducts business today and into the future. Among these transformative innovations are:
  - Enhanced CAD to GIS enablement tools to streamline the business process.
  - Capital construction and project management solutions allow the business owner to manage and measure every step in a project lifecycle.
  - Advanced metering infrastructure (AMI) allows for automated, two-way communication between a smart utility meter and a utility company.
  - GIS meter reading to augment mobile meter reading applications.
  - Business intelligence solutions via dashboards in support of departmental initiatives such as the Consent Decree.
  - Asset management mobile solutions to support field and warehouse operations.
  - Digital self-service solutions to provide customers with quick and easy access to services.

- **Automation of Elderly Services:** The Community Action and Human Services Department is implementing an integrated software suite used to manage and track various services offered to the elderly. This paperless solution automates route optimization and driver direction for home delivery meals, electronic verification of home care visits, and provides an electronic data

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interchange with the State system (CIRTS). Future iteration will focus on the Home Care mobile application, Adult Daycare data management using touchscreen technology, and the utilization of bar code technology for congregate meals sites. These technologies will enhance the availability and accessibility of services for citizens of Miami-Dade County.

- **Adaptive Signals and Traffic Signal Priority:** The County currently operates approximately 2,800 traffic signal intersections with an incremental rate of approximately 30 intersections annually. Through FY2023-24, ITD will partner with the Department of Transportation and Public Works to implement and upgrade all signalized intersections countywide leveraging state-of-the-art Siemens technology. The new technology will utilize advanced video detection and travel time measurement to support adaptive signalization. Additionally, Transit vehicles and corridors will be equipped with Transit Signal Priority technology allowing for improved performance in bus services and Traffic Preemption technology for Fire Rescue vehicles.

- **LED Smart Lighting Program:** Through FY 2024-25, the department with work with the Florida Department of Transportation to convert 26,000 streetlights to LED Smart Lighting. The goal is to provide a fully integrated suite of streetlights, sensors, networks, and data analytics platforms. The solution will leverage existing roadway lighting infrastructure to make way for new and emerging Smart County technology that improves mobility, accessibility, and safety.

- **Permitting and Plans Review Process:** Expand Public Works digital footprint in the plans review/permitting process implementing online review and payment option for the applicable fees for plans review and permitting to reduce physical walk-ins for the payments.

- **GIS Routing Solutions:** The department will continue to help customers optimize driving and walking routing to enhance safety, balance workloads, reduce costs and create efficiencies. These efforts include trash pickup routes and an aggressive district and cycle meter rerouting initiative using RouteSmart. Coupled with home-grown mobile solutions, drivers and walk-by readers will have turn-by-turn functionality and provide the ability to capture asset reads, condition, location, and image.

- **Neighborhoods Innovation:** The Departments of Solid Waste Management, Transportation and IT will implement a Driver Safety and Improvement initiative with an integrated video camera solution for Waste and Bus driver training, coaching, and supervisor reporting. It will help reduce accidents and therefore, departmental liability. This solution will integrate with department driver databases, GPS, GIS, 311, Fleet Management, and other future applications. In addition, a new mobile app will enable capability that measures the amount of trash in a pile that will reduce the time Bulky Trash crews spend at a pickup location and eliminate manually measured trash piles.

- **Solid Waste Accounts and Billing System (SWABS):** This initiative will streamline and automate Waste Collections System functions into integrated components starting with the customer accounts and billing function, which includes account maintenance, billing and invoicing, payment application, lien process, legal functions, public outreach, and customer care module and dashboard reporting. This system will interface with several other pivotal applications and functions such as GIS, Tax Collector, Property Appraiser, Regulatory Resources, PeopleSoft, Enforcement, Clerk of Courts, 311 Service Desk, and Department of Solid Waste Management's real-time Service Request processing applications.

- **Public Housing Performance Management:** The continued expansion of Public Housing applications will include key business performance metrics aligned with HUD standards and performance indicators. Public Housing Agencies are scored based on four indicators (Physical Condition, Financial Condition, Management Operations, and Capital Fund Program) and associated point values. The expansion of the existing dashboard will focus on the Management Operations (MASS) component which will measure Tenant accounts receivable, occupancy rate, and accounts payable.

- **Social Services Case Management:** ITD will be leading the implementation of a holistic case management system that will act as a single point of entry for the Community Action and Human Services Program. This system will integrate disparate systems and provide a seamless social service experience for residents.

- **Artificial Intelligence (AI) Solutions:** The field of artificial intelligence (AI) has progressed rapidly in recent years, matching or, in some cases, even surpassing human accuracy at tasks such as image recognition, reading comprehension, and translating text. Using GIS technology, the Department will implement deep learning techniques like image classification, object detection, semantic segmentation, and instance segmentation to identify changes from imagery after meteorological events, to identify changes in properties not linked to permits, and create digital maps by automatically extracting features like road networks and building footprints.

GG3-1 Deploy effective and reliable technology solutions that support Miami-Dade County services

The IT department is committed to developing enterprise systems and department solutions to provide effective County technology services. These include:

- **Enterprise Resource Planning (ERP):** The INFORMS systems include a suite of fully integrated financial, procurement, human capital management, and business analytic applications that will replace disparate legacy systems currently used within the County. The ERP solution will deliver substantial efficiencies, increased accountability, and responsiveness. To date, the Financials and Supply Chain portion of the suite have been rolled out. Once fully implemented, the ERP system will improve business transparency, enable streamlined Business-to-Business transactions for Citizens and Vendors, enhance financial planning, and improve management approval processes and reporting.

- **Enterprise Content Management (ECM):** The program enables the automated capture, management, redaction, retrieval, and retention of digital content under a unified, enterprise platform. Customers in the industries of public safety, legislative, human resource, finance, election, and environmental use the technology to categorize document types and develop new systems that will facilitate seamless access to content. For the upcoming year, this technology will continue to enhance the public-facing presence, implement solutions in the mobile platform and establish standards for additional content formats. In addition, continued enhancement in signature workflows will enable a standardized digital signature solution and work in streamlining the collection of data using electronic forms.

- **Enterprise Asset Management (EAM):** The Enterprise Asset Management (EAM) houses over 1 million assets, providing access to approximately 7,200 users on a shared infrastructure. It promotes collaboration, seeks to improve efficiencies, and sets standards in areas of asset and inventory management, work management, preventive maintenance, materials management, work request, condition assessment/reliability of assets, project costs, and call center management. Upcoming plans include expanding mobile capability that further allows customers to work in the EAMS system from anywhere; implementing a Fleet Module accessed by departments to improve asset and maintenance tracking and a Water and Sewer EAMS implementation to support CMOM/Consent Decree initiatives, new maintenance management approaches, and inventory management requirements.

- **Transportation and Public Works Asset Maintenance:** The Department is supporting the customer to create efficiencies in areas of asset management, workforce management, preventive maintenance, inspections, materials management, warranty, and work requests for the Transit Metrorail maintenance, Traffic Signals and Signs, and Road and Bridge Divisions. The goal is to efficiently manage work orders and asset details using the existing environment to improve the operational processes and create metrics to measure and monitor progress.

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- **Ecommerce:** The e-Commerce Team implemented the Enterprise Cashiering ecosystem which facilitates the processing of payments supporting Countywide initiatives including payment services related to code enforcement and fee collections. In the coming fiscal year, the team will expand the payment solution to ensure that the customers have accessible and contemporary payment options. This past period, approximately 1.2M transactions were processed comprising over $355 million dollars in revenue.

- **Code Enforcement:** The existing legacy Code Enforcement system (SEFA) is being modernized using contemporary technologies to allow the teams to work and interact anywhere at any time. Additionally, it is being designed to be expanded to other Code Enforcement areas providing for access to businesses through a self-service portal. The first phase will be the financials component.

- **Credit and Collections:** A new credit and collections systems will be modernized using current technologies allowing the teams to work and interact anywhere at any time.

- **Enterprise Call Center and Interactive Voice Response (IVR) Consolidation:** The department continues to expand the enterprise telephony solution to address the future needs of County departments. The implementation of the Avaya Voice Portal platform standardized administrative telephony requirements throughout the County for Call Center and IVR services leveraging the County transport layer that rides the redundant County fiber optic infrastructure. The goal of the project is to consolidate County call centers and IVR applications under one enterprise solution. Current ongoing efforts include the assessment for added functionality to current tenants (311 Answer Center, Elections, Animal Services, Transit, Finance, Public Housing, Property Appraiser's Office, State Attorney's Office, Water and Sewer Department, Public Defender Office, and the Regulatory and Economic Resources), the review of available technologies, and the financial and technical feasibility of implementing a cloud-based enterprise call center platform.

- **Enterprise Video Management & Analytics:** ITD continues to expand camera security and video management systems (VMS) for security surveillance at the MDPD Real Time Crime Center (RTCC). This platform can be expanded with additional servers, disk storage, and user licenses to implement customer requests and support standardized video cameras, and recorders. To streamline, ITD will research ways to consolidate existing VMS with the enterprise solution defining a strategy to consolidate video resources into one solution that can be accessed from mobile devices over the network by public safety and County users granted access to specific video resources when a major incident or disaster occurs.

- **Expansion of Virtualization Services:** ITD will continue to augment its catalog of virtualization services by further developing the infrastructures that support desktop, server, and application virtualization with solutions that focus on delivering highly flexible and scalable environments that are accessible from any device and location. With fewer physical equipment and IT hardware, the expected results are reduced real estate, reduced maintenance costs, and reduced power and cooling requirements for better overall management and realignment of staff.

- **Voice over IP (VoIP) Enterprise Telephony (Voice Gateway Expansion):** ITD implemented an enterprise telephony solution to address the future needs of all County departments. The implementation of the platform standardized administrative telephony requirements throughout the County by creating a telephony transport layer that rides the redundant County fiber optic infrastructure. The goal is to consolidate all County voice services on the enterprise system. The expansion of the IP voice infrastructure allows the County to take advantage of VoIP technologies replacing legacy phone systems throughout County facilities.

- **Geographic Information System (GIS):** The GIS teams will continue to expand the County's central repository of geographic information that is the foundation of many of the applications

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that interface with County operations and public-facing digital services. The team will continue to develop applications for all types of geospatial solutions and integrations; research and evaluate new geospatial technologies and environments, including Cloud development strategies; drone flight plans and imagery processing; 3D imagery usage, and alignment in support of vertical zoning, land use, resiliency, and public safety (RTCC, EOC, CAD 911 and next-generation 911 (NG911). Furthermore, the team will expand the Open Data site delivering readily accessible live spatial information and map services that provide location-centric government data via web self-service. The team continues to promote the real-time collection of data and its immediate sharing through GIS web-based, mobile, and cloud solutions.

- **Public Safety Initiatives:**

  o **Law Enforcement Records Management System:** A Law Enforcement Records Management System (LRMS) is an agency-wide 24/7 mission-critical system that provides for the storage, retrieval, retention, archiving, and viewing of information, records, documents, or files pertaining to law enforcement operations. The LRMS will provide the basis for managing records created during the agency's core operations and will allow data to be entered once and referenced and reported on in multiple ways.

  o **Police Workforce Management:** Proposals will be evaluated as a result of an advertised solicitation for a solution to capture and correlate previously unrelated law enforcement incidents and human resource-related data to be used to preemptively assist Miami-Dade Police Department (MDPD) staff in decision-making activities as it relates to law enforcement personnel.

  o **Modernization of MDPD Human Resource Systems:** Overtime Tracking System (OTS) in-house development of modernization of application that tracks overtime projects, expenses, and funding for both reimbursable and non-reimbursable projects; Human Resource System (HRS) in-house development of modernization of application that tracks personnel-related activities; Discipline, Appeals, Grievances System (DAGS) – in-house development of modernization of application that will manage records created for various disciplines, appeals, and grievances that are regularly filed.

  o **eParking**: Automation of parking citations for MDPD. Benefits include removing manual parking ticket processes and improving the accuracy of data by eliminating handwritten tickets.

- **Criminal Justice Information System (CJIS) Modernization:** The modernization of CJIS - Court Case Management System will create an integrated criminal justice solution for the 11th Judicial Circuit of Florida that will serve the information needs of all justice partner agencies. Through the implementation of a contemporary system, the County will streamline operations, automate criminal court and judicial administration business processes, and transform the way information is delivered to all justice partner agencies and constituents.

- **Infrastructure Initiatives:** ITD continues to modernize infrastructure and expand Data Center Services to include additional capabilities that are consumed from cloud providers which have partnered with Miami-Dade County. Leveraging existing software, platform, infrastructure services and the expansion of a hybrid cloud environment will result in both cost savings and cost avoidance benefits. Additionally, this will enhance the County's ability to quickly react and adapt to new emerging technologies.

- o **Network Infrastructure Initiatives:** Significant investments into the network infrastructure investments will result in an expanded robust, N+1 network supporting the NW 58th Street Corridor. Similar expansions include a project along the South Dade Busway, supports a County-owned redundant fiber-optic infrastructure network backbone, serving the enterprise communications which include the South Dade Government Center and Transit Operations.

- o **Radio Systems Network Enhancement Initiatives:** The public safety 800 MHz P25 digital radio system is currently connected via a countywide microwave network. The strategy is to make significant investments into the radio systems IP backhaul network that will result in an expanded robust, N+1 radio network. This will provide a greater degree of resiliency across all County agencies, municipalities, state, and federal agencies allowing greater levels of interoperability within all first responder agencies within Miami-Dade.

GG3-2 Ensure security of systems and data

The IT department is committed to maintaining secure and reliable systems that protect County data and the integrity of the customer experience. Critical to this effort are:

- **Cyber-security Services:** The Enterprise Security Office (ESO) is accountable for securing the County's critical infrastructure systems in support of Police, Fire Rescue, 911 Emergency Services, Elections, Port Miami, Aviation, Multi-modal Transportation, and Water & Sewer. The Department is responsible for ensuring the trust and availability of the County's business systems, citizen data, and web presence. This is accomplished through continual improvement of the County's cyber-security technologies, standards, and risk reduction processes. ESO utilizes multiple technologies designed to provide a defense-in-depth approach and employees continuous monitoring, diagnostics, and mitigation methodologies including vulnerability assessment and penetration testing, and security awareness training. The Department is charged with ensuring ongoing compliance with ever-evolving security standards including Payment Card Industry (PCI), Criminal Justice Information Systems (CJIS), the Health Information Portability and Accountability Act (HIPAA), and industry best practices. Ongoing improvements address modernization of MDPD, Enterprise security architecture enhancements, and continued improvements of Elections and other Federally recognized Critical Infrastructure Sectors' cyber security capabilities. Additionally, ITD continues to strengthen access security of County assets by way of Identity and Access Management, multi-factor authentication, and the continued modernization, standardization, and management of the County desktop computing environment.

- **Enhanced Security Systems:** As new cyber-security technologies are implemented, existing technologies are refreshed and migrated to a shared environment. The department will continue to provide guidance to enable secure access to these resources. Working with departments, internal stakeholders, and the IT Leadership team, ITD will continue to improve security through the implementation of technology, policy, and standards to ensure the County's risk exposure is minimized. In addition, the ESO will conduct discovery to develop cryptographic capabilities to recommend and support security strategies to facilitate the adoption of new technologies such as BlockChain of cryptocurrencies. The ESO will also review the use of alternatives to user authentication including biometric tech like fingerprint and facial recognition to verify identity. Further, the team will work to identify new methods and technology to validate the security of the supply chain, protect against cyber threats and prevent attacks targeted at the County.

Delivering Excellence Every Day

FUTURE OUTLOOK

A critical component to the success of IT in an organization is to change with the times and evolve with industry advancements. Technology touches every aspect of the services the County delivers. As the department pivots with the times, the exploration of new ways to deliver services is a constant while at the same time, ensuring critical systems are maintained and enhanced. Outlined in this section, the department tackles both New Innovation and Emerging Technologies, as well as System Upgrades and Enhancements to ensure the Department is Future Ready.

Emerging Technologies

Business Analytics and Data Science: The next evolution of the foundation built by Business Analytics and Big Data comes to the convergence of business intelligence and emerging technologies such as artificial intelligence and machine learning. Smart City data is ever-growing as the reliance on analytics to make decisions is now a standard in Miami-Dade County. The Department is developing a data science program working with academic partners to create a pathway for a Trusted Data Platform and shared data opportunities across municipalities that will drive the implementation of regional partnerships for years to come. This will impact every level of service that is provided to residents and will change the face of government as we know it today.

Blockchain and Cryptocurrency: As the technology that underlies cryptocurrency is better understood, there are many uses that can utilize blockchain in government processes. In parallel to the County's Cryptocurrency Taskforce, the IT Department is exploring how blockchain processes can guarantee high service availability, data integrity and a way to store asset transactions. This will be useful as business digital processes and workflows will radically change how a resident or business transacts across municipal and County governments for public safety, permitting, planning, reporting issues through a central 311 service and more. The possibility of cross municipal Smart Tech and collaboration becomes foreseeable with the advent of blockchain in government.

Adapting to Cloud Technology: The planned continued migration of web-based applications is geared to enhance the public's interaction with the County's various lines of business. Cloud technology provides responsive, fast, and reliable access to applications. Cloud platforms allow for the continuous use of the applications regardless of events such as maintenance downtime or infrastructure failure. This cloud technology provides robust solutions to enable disaster recovery.

Augmented Reality (AR): The department will build augmented reality (AR) applications for use with smart devices that will superimpose digital information through the camera lens of smart devices rendering digital images or data onto real-world objects. The service content will be geospatially referenced so that County personnel can conduct business smarter to locate assets, locations, and incidents. AR will allow users to easily find attractions and/or view important moments via StoryMaps. Along with drone imagery, AR objects take the customer on a journey of County facilities and venues via a virtual reality (VR) experience of any location prior to the visit.

Indoor Space Management and Wayfinding: The department will implement ArcGIS Indoors, a complete indoor mapping system for space management and wayfinding and smart building management throughout County facilities. It will provide 3D floor-aware maps and focused apps to support a variety of workplace and facility users, including operators, maintenance and service personnel, security staff, employees, and visitors. Indoors space management tools will be used to define and allocate individual work areas and collaboration areas in County facilities to improve the communication and productivity of employees in the workplace. Indoors will also allow navigation from facility to facility, directly to a floor, room or asset using a smartphone, tablet, computer, and even building kiosks. Along with Indoor Positioning System, Indoors wayfinding will operationalize workplace data, track capital asset location, and help to build a safer and more secure workplace.

System Upgrades and Service Enhancements

Enterprise Software Implementations: ITD will continue to facilitate a unified approach to procuring systems that can be leveraged by a collective group of departments with common needs. Upcoming procurements include:

- Construction Management Solution: ITD in collaboration with the Internal Services Department, the Department of Transportation and Public Works and Seaport released a Request for Proposal (RFP) for a cloud-based Capital and Construction Management solution that will allow the departments to improve the workflows, billing, management, processing and controls of the program Capital Planning and Construction. The evaluation process is complete, and the contract is in the midst of negotiations to award.

- Enforcement Inspections, Investigations, and e-Ticketing System: Solid Waste Management, in collaboration with ITD, completed the RFP for an Enforcement Inspections, Investigations, and e-Ticketing solution to modernize the DSWM enforcement process. The system will have an interface with the Clerk of the Courts SEFA system, allowing for e-ticketing, citations and warning letters, enforcement service request interfaces to 311, and case history and account status feature. Prior to release, further evaluation is being conducted to leverage an existing County system.

- Computer-Aided Dispatch (CAD): Efforts continue to update the legacy Printrack CAD to the Motorola Premier One Solution. The RFP for a new CAD solution was withdrawn by the Board and new alternatives are being considered.

- Parking Access and Revenue Management Solution: ITD, in collaboration with Seaport, released the RFP for a long-term, comprehensive, and state-of-the-art Parking Access and Revenue Management System solution. The evaluation and negotiation process was completed with the award memo in route for board approval. The solution leverages smart detection devices to improve the County's Parking Operations and Contact Center tools as well as expands the Open and Contactless Payments allowing multiple providers. This solution integrates with the ongoing effort by the Seaport to upgrade parking solutions in efforts to strengthen Payment Card Industry (PCI) compliance.

Enterprise Applications Initiatives: ITD will continue to work toward simplification of the County's applications portfolio by implementing enterprise and contemporary technologies and upgrading and augmenting with more contemporary skill sets to support current and future County applications. This will be accomplished through the growth of enterprise solutions, or through the development or acquisition of new ones. This modernization effort will also require updating the skill sets of the IT professionals in emerging applications technologies while simultaneously ensuring adequate ongoing support for legacy systems until these systems can be modernized. Reducing complexity in the applications portfolio, leveraging technology, and expanding the availability of self-service components will enhance County staff and citizen access to data in a more timely and cost-effective manner. Specific areas of application modernization include:

- Continue full countywide roll-out of ERP, which will replace Time and Leave, Human Resource, and Payroll applications with an integrated solution that will streamline business processes and automate electronic approval workflows throughout the County.

- Electronic payments utilizing eCommerce platforms will be expanded, and updates will continue to support evolving PCI compliance requirements with special attention to the evolution of Cryptocurrency and Blockchain technologies.

- Enhancement of the County's eCommerce capabilities with the addition of Interactive Voice Response (IVR) applications, using the enterprise Avaya infrastructure. The new service will

improve and automate the County's payment processes even further, as it will provide the functionality to our residents and payers to submit payments via telephone, following voice prompts. The IVR applications will interface with the County's Payment Gateway to complete the payment process and will accept credit card and eCheck payments.

- Introduce GIS industry best practices across all major County departments to assist departments to realize their strategic goals. This will include GIS integration with enterprise and other mission-critical systems; mobile data collection, dashboards, and viewers; geospatial business intelligence; continue expanding 3D presence - vertical and underground; increase data sharing and collaboration with external entities; increase data creation and maintenance opportunities; and implement data validation tools and process across geodatabases to assure enterprise data integrity.

- Explore Electronic Content Management (ECM) best practices and continue to develop a long-term roadmap to satisfy increasing content management needs across the County. In the short term, expand ECM into the cloud for the public-facing portal to offer transparency to more departments using ECM internally; implement tools for redaction to comply with Florida statutes on confidentiality will be enhanced and processes standardized to facilitate the functionality, and expand the use of on-line forms and workflows for business process improvement.

- Further develop EAM mobile capabilities to address the real-time capture of data from field personnel and eliminate duplicate entries with paper and clerical staff for asset tracking, work orders, and inspections. Explore interfaces using the Internet of Things (IoT) for capturing thresholds, setting preventative maintenance, and sending alerts to enforce reliability of assets. In addition, there will be a concentration of efforts towards the evaluation of condition assessments of assets.

- Leveraging Spatial Analysis to detect and quantify patterns, finding best locations and paths, determining how places are related and how to leverage the science of location. The use of near spatial analysis was instrumental in the assignment of County employees, based on location, to manage Evacuation Centers and is being used to combat COVID-19 by identifying emerging hot spots and potentially determining the best location allocation for testing and vaccination sites.

- Integration of GIS with Miami-Dade's web portal using GIS datasets available in the Open Data Hub to improve the efficiency of storing and retrieving the locations (addresses) of County facilities and services presented on miamidade.gov eliminating redundancies in multiple systems. Through a customizable API – application interface, locations are dynamically retrieved from Open Data to render in an ADA compliant miamidade.gov.

- Implementation of a Cruise Planning Graphical Application to provide engineering and architectural accuracy levels with a graphical representation of PortMiami's Cruise Area and Vessel templates authorized to dock at the Port. This will enhance the Berthing Office decision-making capabilities pertaining to the how, when, and where is the best space to allocate for docking the requested vessel(s) inclusive of current or future vessel docking requests.

- Enhancement of CAD to GIS System will help customer departments to streamline the As-Built submittals by incorporating advanced GIS tools within AutoCAD. CAD to GIS is the process for seamlessly importing CAD engineer drawings (As-Built) to GIS using ESRI tools. Once fully implemented, the process should significantly reduce the time and labor for updating GIS and As-Built rejects and set the foundation to bring CAD to GIS services to other County departments; thus, improving plans review, data integrity, and GIS digitization process.

Delivering Excellence Every Day

Innovation and Community Engagement

The Department works every day to keep systems stable and secure while working with customers to dream and make those dreams a reality. Together across the enterprise, the way the team strives to innovate and rethink how the County delivers services is resoundingly forward-thinking. At ITD, the team strives to make the "Art of the Possible" something customers can envision and implement. It is what IT delivers every day.

Aligned with the County administration, the Department will develop programs that support the community at large. The IT team will mentor new generations of technologists through practical experiential learning. Further, IT engagement teams will help drive programs in neighborhoods that have access and skills gaps to ensure that every resident will be better prepared to take advantage of the of the economic opportunities in our growing local tech community.

The Department will immerse resources to explore and implement solutions at a pace afforded in an agile organization. Dashboard and data visualization will become commonplace to enable data-driven decisions and storytelling that ensure we are driving solutions that support the 4Es: Equity, Economy, Environment and Engagement.

The County IT workforce has made great strides to socialize innovation and drive new ways of thinking at an enterprise level. With a renewed vision and support from the CIO, the Department will forge on with Ignite Miami-Dade. The program will take various paths to inspire an era of growth in unprecedented times in the Miami Tech Community. Within the program, we will launch the Spark Academy to empower employees to make impact and drive change within their organization. In addition, we will have a corps of "Igniters" from all corners of the County that will take ideas, identify gaps and needs and will frame them into a series of innovation challenges that we tackle together with student and civic minded communities paired with private partners.

The program will not only inspire innovation and collaboration but will engage the community, expose data, increase operational efficiencies, as well as promote transparency and trust as cornerstones of government.

Information Technology Department

The Information Technology Department (ITD) is the central technology provider for MiamiDade County. ITD provides information technology services that enable and support the operations of all County departments, external governmental agencies, residents and the public at large,

Owner: Brisbane, Margaret (ITD)

Department: ITD

Perspective Name		Objective Name	Measure Name	As Of		Actual	Business Plan Goal	Actual FYTD	FYTD Goal	
Customer		Improve Customer Service (ITD)	IT Service Center Average Speed of Answer (Seconds)	Jan '22	▼	95	60	375	240	▼
			IT Service Center Call Abandon Rate	Jan '22	▲	1%	5%	1%	5%	▲
			IT Service Center Total Incoming Calls	Jan '22		10,899	n/a	34,879	n/a	
			Total # of Remedy Tickets Entered	Jan '22		15,906	n/a	n/a	n/a	
			IT Service Center First Contact Resolution	Jan '22	▼	63%	80%	61%	80%	▼
			Average Length of Call (seconds)	Jan '22		316	n/a	n/a	n/a	
			Total # of Incidents Submitted	Jan '22		11,269	n/a	36,864	n/a	
			Total # of Work Orders Submitted	Jan '22		4,637	n/a	17,813	n/a	
		Resolution Response (ITD)	% of Network Service Requests assigned within one business day from the	Jan '22	▲	97%	92%	97%	92%	▲
			% of Network Repair Calls assigned within 4 hours from the time reported	Jan '22	▲	97%	92%	97%	92%	▲
			% of Telephone Repair Calls assigned within 4 hours from the time	Jan '22	▲	95%	92%	95%	92%	▲
		Provide Innovative Customer Solutions	# of Projects Completed - Per Fiscal Year	2021 FY		200	n/a	n/a	n/a	
			% of Active Projects using contemporary Agile Methodology - Per Fiscal	2021 FY	▲	76%	60%	n/a	n/a	
			% of Active Projects on Track - Per Fiscal Year	2021 FY	▲	98%	75%	n/a	n/a	
		Enterprise Programs (ITD)	Enterprise Asset Management System (EAMS) - Total Number of Assets	Jan '22	⬘	1,245,391	1,015,000	1,245,391	1,015,000	▲
			Increase in Number of GIS Layers in OpenData	'22 FQ1	⬘	852	5	n/a	n/a	
			Number of Layers Maintained in the County's Central Repository	'22 FQ1	▲	1,680	700	n/a	n/a	
			Total eCommerce Transactions Per Month (Credit Cards and eChecks)	Jan '22		101,037	n/a	n/a	n/a	
			Enterprise Content Management (ECM) - Documents Managed	Jan '22	⬘	140,307,787	142,000,000	n/a	n/a	
		Systems Availability (ITD)	911 Availability Index	Jan '22	▲	100.00%	99.90%	100.00%	99.90%	▲
			Email Availability	Jan '22	▲	100.00%	100.00%	100.00%	100.00%	▲
			Network Availability	Jan '22	▲	99.00%	99.00%	99.00%	99.00%	▲
			Portal Availability	Jan '22	▲	100.000%	100.000%	n/a	n/a	
			Mainframe Availability	'22 FQ1	▲	100.00%	99.99%	100.00%	99.99%	▲
Financial		Meet Budget Targets (ITD)	Expen: Qtly Total (ITD)	'22 FQ1	▲	$50,854K	n/a	$50,854K	n/a	
			Revenue: Qtly Total (ITD)	'22 FQ1	▲	$81,878K	n/a	$81,878K	n/a	
			Positions: Full-Time Filled (ITD)	'22 FQ1	▲	836	n/a	836	n/a	
Internal		Resource Management (ITD)	Extend job offers within 3 business days of HRD approval and receipt of	'22 FQ1	▲	100%	90%	100%	90%	▲
			Process interdepartmental transfers within 5 business days	'22 FQ1	▲	100%	90%	100%	90%	▲
			% of Current Monthly Employee Evaluations received on time	Jan '22	▼	50%	75%	49%	75%	▼
Learning and Growth		Human Resources	Process tuition refund requests within 5 business days of receipt of	'22 FQ1	▲	100%	90%	100%	90%	▲
			Conduct quarterly safety committee meetings and maintain minutes	'22 FQ1	▲	100%	100%	100%	100%	▲

Edit Scorecard

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Initiatives for Objectives									
Objective Name	Initiative	As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners
Provide Innovative Customer Solutions	EPMO - Enterprise Portfolio Management Office	3/3/2021	Complete						Arora, Rishi (ITD)
Improve Efficiency of Internal Procedures	Create a billing portal to access unified IT Services Bills	3/14/2018	Complete						Salazar, Mariaelena (ITD)
	IT Innovations Center	7/29/2019	Complete						Camner, Sue (ITD); Suarez, Carmen (ITD)
	Implement a County-wide standardized and simplified IT Services Billing Process	4/3/2018	Complete						Salazar, Mariaelena (ITD)
Enterprise Programs (ITD)	Voice Over IP Enterprise Telephony	3/8/2021	In	▲	▲	undefined	▲	▲	Aguirre, Juan (ITD)
	Enterprise Asset Management	8/1/2019	Complete						Lopez, Jose L. (ITD)
	Enterprise Project Management Office Full Implementation	3/3/2021	Complete						Arora, Rishi (ITD)
	Enterprise Content Management	3/8/2021	Complete						Lopez, Jose L. (ITD)
IT Consolidation	Consolidation - Phase 5 (WS, ME, FR, EL)	3/4/2021	In Progress						Salazar, Mariaelena (ITD)
	Consolidation - Phase 1 (PE, ID, AD)	3/14/2018	Complete						Salazar, Mariaelena (ITD)
	Consolidation - Phase 2 (SW, MT, PD, CR, SP)	3/14/2018	Complete						Salazar, Mariaelena (ITD)
	Consolidation - Phase 3 (PR)	3/14/2018	Complete						Salazar, Mariaelena (ITD)
	Consolidation - Phase 4 (LB, HD, CO, GI, FN)	3/14/2018	Complete						Salazar, Mariaelena (ITD)
Customer Project Initiatives	Municipal Plans Review	2/27/2019	Complete						Camner, Sue (ITD); Suarez, Carmen (ITD)
Business Relationship Management	MOUs PHASE 5 (WS, ME, FR, AV, EL)	4/3/2018	Complete						Salazar, Mariaelena (ITD)
	MOUs PHASE 1 (PE, ID, AD)	3/14/2018	Complete						Salazar, Mariaelena (ITD)
	Establish BRM Program	3/14/2018	Complete						Salazar, Mariaelena (ITD)
	MOUs PHASE 2 (SW, MT, PD, CR, SP)	3/14/2018	Complete						Salazar, Mariaelena (ITD)
	MOUs PHASE 4 (LB, HD, CO, GI, FN)	3/14/2018	Complete						Salazar, Mariaelena (ITD)
	MOUs PHASE 3 (PR)	3/14/2018	Complete						Salazar, Mariaelena (ITD)