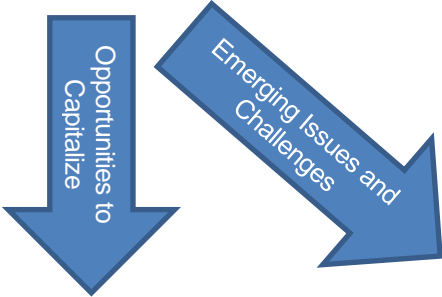


Appendix

SWOO Analysis

The SWOO Analysis below was conducted to support the creation of Issues and Challenges identified in Section 2.

| | Helpful | Hurtful |
|---|---|--|
| Internal Origin (Within the City of Dover, NH Municipality) | <p>STRENGTH</p> <ul style="list-style-type: none"> • Trust • Transparency • Collaboration • Attention to detail • Organizational skills • Accessibility of IT Staff, Accessible / approachable, Open door • Willingness to help / find solutions • Resourceful and creative problem solvers • Knowledge of Staff • Recent addition of more staff • Training and orientation of new employees • Low staff turnover, years of shared IT and Dover knowledge • Finance system that provides delegation of work, appropriate checks & balances, timely, accurate reporting. | <p>WEAKNESS</p> <p>ACCESSIBILITY</p> <ul style="list-style-type: none"> • Keeping information easy to understand for everyone • Accessibility to end user (employee) • Bridging the gap between knowledge bases (employee v IT) • Fear of information technology • Resistance, due to changing things, due to assumption of increased workload. • User-friendly public access • Better search tools • Outlook / calendar integration with outside users (i.e. scheduling with iCal or Google users) • Ease of integration for citizen volunteers <p>GROWING SERVICE NEEDS / FUNDING</p> <ul style="list-style-type: none"> • Shifting priorities • Change management • Added areas of responsibility. • How to support a 24x365 with IT resources • Lack of support staff for office admin tasks • Lack of training personnel • Future planned space not compatible with office needs. • Lack of funding to enhance all areas <p>BALANCE OF ENTERPRISE SOLUTION AND NEW SERVICE DELIVERY TIME</p> |

| | | |
|---|--|--|
| |  | <ul style="list-style-type: none"> • Interdepartmental knowledge • Processes that are disconnected, not documented. • Department may not look at entire municipality in order to get task accomplished quickly • Schism between school / municipality • IT viewed as an obstacle to bringing new services online quickly • Not able to be cutting edge of technology due to funding / time constraints • Disconnect between IT project goals and field employees' needs • Get more people to buy into asset management |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">External Origin (Outside the City of Dover, NH Municipality)</p> | <p>OPPORTUNITY</p> <ul style="list-style-type: none"> • Very good projects in place that need to be finished • Awareness of available tools & opportunities • Clarity of what is and is not available • Better and clearer communication of municipal services • Feedback • Increase efficiency • Allowing Departments to take charge of their own data • Leveraging existing vendor relationships to solve / meet goals • New technology • Robust backups <ul style="list-style-type: none"> a. Phishing protection b. Ransomware c. General awful things breaking • Cloud-based opportunities • Internally managed cloud • Convergence of resources: technology, communications, maps, software, systems • Rapid development of mobile applications and technology • Stable broadband connections. Municipal fiber campuses. | <p>OBSTACLE</p> <ul style="list-style-type: none"> • Annual increases in subscription, license, and maintenance costs. • Cloud-based costs • Cybersecurity; expertise, staff, time • Keeping up with changing security • Phone services continue to rate low on employee survey. • Outside changes that cannot be controlled • New Technology • Vendor development cycle • Outdated software • Anti-change • Staffing, outside talent, recruiting • No front-end filter for sales cold calls. |

Issue and Challenge

Additional Issues and Challenges were identified within the organization in support of the IT Strategic Planning Committee's work.

From IT Strategic Plan Review Committee

1. Ease of use to access to infrastructure information and work orders in the both the office and the field. Public Works still has the old books. Would like solution similar to Police car computers.
2. Attention to detail, the right information for the people in the field. Some infrastructure assets are not showing in correct location. Asset management staff continuing to refine location information for utilities.
3. For Opportunity the convergence of mapping, technology, communications, etc. as well as Rapid development of Mobile Communications.
4. For Challenge, Clearly annual Increases and Cost as well as outdated and continually changing software (keeping up with changes such as Windows 7 to 10 to the next version)
5. I believe it is important to not lose focus on your current opportunities: Projects that are ongoing and provide value need to be completed.

Furthermore, aligning IT objectives and deliverables with the needs of the municipality is extremely important to your success and is identified in weaknesses as: Disconnect between IT project goals and user needs. Obviously, IT has some internal needs as well, staffing, training, achieving efficiency,... that may not directly correlate to internal client needs but in the end allow IT to provide better services.

There are a number of issues and challenges that are common and not surprising. I am referring to user acceptance of technology vs. IT ability to deliver technology. You as IT need an adaptable, open minded, change-accepting user base. However, you cannot expect the user base to be tech savvy. Users will be reluctant to change to new tools and technology if they don't see how the change benefits them. The dilemma for IT is how to deliver change that is not seen as negative, inefficient, difficult to implement, too complex to understand or is perceived as just 'not my job'. Success in overcoming these obstacles usually is directly attributable to getting buy in on change and new technology at all levels of the organization. Buy in requires communications, and requires IT to sell rather than dictate change.

6. Convergence of resources: Technology; Communications; Software; Systems
7. Allowing Departments to take charge of their own data. This isn't to say that we are being restricted by IT, but I think Fire/Inspection Services could use a designated IT person to manage all of our needs. This includes Admin driven projects, and the day to day needs of a Department with almost 65 employees, approx 25 workstations, 3 separate facilities and a growing use of both fixed and mobile technologies.
8. Improved public accessibility, search-ability of public records and better integration of public bodies with municipal operations.
9. Ever increasing selection of services to support.

10. Hardware and software inventory management & replacement planning.

From IT Office

1. Greater technical divide in employee base.
2. Data clutter, Duplication, Orphaned, and Maintenance. (Disconnect of information. Opportunity to flesh out procedures, correct workflow, get buy in.)
3. Prioritization of tasks, projects and services.
4. Opportunities - backups, new solution
5. Understaffed.
6. Backups - New solution.
7. Targeted training
8. PR for IT. Bolster role of IT liaisons in sharing technology.
9. Delegation of data input and maintenance.
10. Greater awareness of technologies and their application in other communities.

From IT Director and Deputy IT Director

Work that is moving in a positive direction that need to keep going.

1. Department collaboration and information sharing
2. Information in the hands of field workers
3. Radio communications network upgrade
4. Hardware and software inventory management & replacement planning.

Emerging issues / challenges that are preventing success.

1. Different and continually changing priorities. Often work in a reactive manner.
2. Phone System. Risk of convergence of voice/data, service loss impacts both. Poor service quality. Lack of management / insight of this network.
3. Ever increasing selection of services to support
 - a. Time clocks, access control, online evaluations, cameras, panic buttons, customer traffic counters, radio communications for water meters, traffic counts and cameras, wireless.
 - b. Finer granularity & larger set of asset management data
4. Training, for IT Staff and employees. Finding the time.
5. Limited success with some vendor applications; permit management, CAMA, Govern.
6. Increased network and security complexity with wireless WAN, mobile devices, cloud-based applications, contract review.