

***** PROJECT WORKSHOP *****
IT APPLICATION SHARING
& DEVELOPMENT



TOWN & CRCOG STAFF
CAPITOL REGION
COUNCIL OF
GOVERNMENTS

September 22, 2008

By:
ICA Consulting, LLC

WHY ARE WE HERE TODAY?





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Council of Governments

BETTER SERVICE TO OUR CITIZENS AND TAXPAYERS

- **Key role of IT in delivering town services in the 21st century: Can't do (well) without it.**
- **Every town is different.**
- **Town staff does the job: Support our people.**
- **High level of customer service/
citizen expectations.**

FISCAL RESPONSIBILITY: COST-EFFECTIVE SERVICES

- **Quality of services always comes first.**
- **Group purchasing power to get best one-time cost.**
- **Lower annual-support \$\$/% results from lower one-time cost.**
- **One-time + annual \$\$ = Lowest possible lifecycle cost over 5 – 10 years.**

BENEFITS FROM INVESTMENT IN IT

DIRECT:

- Increased Revenue.
- Reduced Costs, ======>
- *Direct Benefits Can Be Readily Measured/Quantified.*

INDIRECT:

- Improved Services/Effectiveness.
- Greater Efficiency/Productivity.
- *Indirect Benefits Can Not Be Readily Measured/Quantified.*

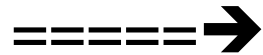
GOAL OF THIS PROCESS

Establish “a coordinated function for the development and/or procurement of IT systems for multiple towns. This presents an enormous potential, not only for cost savings, but also for improved service, greater consistency, and better coordination among towns for a wide variety of functions.”

THIS IS A BUSINESS FIRST, LAST AND ALWAYS!

REALITIES.

- 1. BUSINESS FIRST: THE BOEING STORY.**
- 2. TECHNOLOGY SECOND.**



**WHY THE RFP AND PERFORMANCE-BASED
CONTRACT ARE CRITICAL TO THE
IMMEDIATE AND LONG-TERM SUCCESS
OF THIS PROJECT FOR THE TOWNS!!!**

CORPORATE PROFILE: WHO ARE WE?

- **Total Population = 659,105.**
- **Diversity in Population: 1,725 to 60,700.**
- **30 Towns.**
- **Wide Geographic Area: Tolland=>Plainville.**
- **Variation in IT Baseline=>Needs.**
- **Level & Types Resources Available to Towns.**

=====→

**HOW DO WE MEET THE WIDELY DIFFERING
NEEDS OF ALL 30 TOWNS?**



HOW DO WE ACHIEVE SUCCESS?

- **Go Out of Our Way to Respond to All 30 Towns.**
 - **Implementation Begins Day 1.**
 - **Each Town's Staff Makes It Work.**
 - **Can Only Implement What We Can Staff.**
 - **Can't Implement What We Can't Staff.**
 - **Key, Active Role of the Committee.**
 - **Only 3 Prototype Projects.**
 - **Emphasize BPI/OPT: Up To Each Town.**
- ACHIEVE SUCCESS=>BUILD ON SUCCESS.**

PHASE I GOALS

- **Build a Strong Foundation of Close Cooperation and Full Information With the Towns.**
- **Have a Key Contact In Each Town.**
- **Establish the IT Committee as a Permanent Body to Represent the Towns in Their Shared Use of IT.**
- **Be Thorough and Careful in Carrying Out the Needs Assessment To Provide a Strong Basis For IT Sharing For the Long Term.**
- **Execute the Procurement Process Thoroughly, Objectively and Carefully.**
- **Construct a Solid, Long-Term Organizational Foundation.**
- **Construct a Solid, Long-Term Financial Foundation.**

WHAT ABOUT THE TOWNS?

- **The Towns Own the Project and the Process.**
- **Help the Consultant to Help Yourself.**
- **The More You Put In, the More You Get Out.**
- **Patience Has Its Rewards.**
- **Win the War, Not the Battle: Discipline.**



INTERVIEWS: GET THE MOST FOR YOUR TOWN

- **Keep Your CEO and Board Well Informed===> They Control the \$\$\$.**
- **Bring All Appropriate Town Personnel To The Interview—Together or Individually As You Think Best.**
- **Think Seriously and Outside the Box—This Is a One-Time Opportunity.**
- **Think About Services and Management.**
- **Think Long Term.**
- **Be Careful in Completing the Survey.**

KEY ROLE OF THE IT SYSTEMS STEERING COMMITTEE

- **Represents All of the Towns: Meets Monthly+.**
 - **Multiple Disciplines in Town Government.**
 - **Continuous Oversight of the Project.**
 - **Permanent Role Going Forward.**
 - **Specific Guidance to the Consultant, e.g., Surveys, RFP's, Contracts.**
 - **Decisions re: Priorities, Sourcing Alternatives.**
 - **Policy for the Project.**
- === → CONFIDENCE FOR THE TOWNS.**

TECHNOLOGY AND QUALITY MAKE THE TOWN WORK EVEN BETTER!

CONTINUOUS *QUALITY* IMPROVEMENT RELIES
ON

CONTINUOUS *TECHNOLOGY* IMPROVEMENT. ===>

**TECHNOLOGY IS A FUNDAMENTAL ELEMENT IN
EACH TOWN'S CONTINUING EFFORT TO IMPROVE
THE EFFICIENCY AND EFFECTIVENESS OF ITS
SERVICES.**

PROJECT CHARACTERISTICS

- **Participative: All Towns Involved Throughout.**
- **Full View of Possible Applications.**
- **Examine Alternatives: COTS or Development.**
- **Consultant's Intense Involvement.**
- **Key, Active Role of the Committee.**
- **Careful Preparation of RFP's & Contracts.**
- **Thorough Evaluation of Alternatives.**
- **Committee Makes Well Informed Choices.**
- **Implementation/Execution/Long-term Success.**

PROCUREMENT ALTERNATIVES

- **1. COTS: Commercial Off the Shelf.**
- **2. Existing Development by Towns.**
- **3. New Development by Towns.**
- **4. New Development by COTS Vendors.**
=====→
- **Same RFP for All Alternatives In Order To Assure The Same Functionality.**

NO NEED TO CHOOSE ONE HORSE

**Make Multiple Awards for Each Application
In Order To Maintain Healthy Competition
Among the Vendors.**

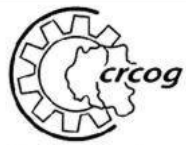


No Leverage If You Give the House Away.

**Applies Both to COTS and
In-house Development.**

WHAT THE RFP MUST DO

- **Present the Towns' Needs Accurately.**
- **Stratify Vendors' Proposals, e.g., By Population Range, in an Easy-to-Use Format.**
- **Choose More Than 1 Vendor.**
- **Keep Options Open: No Need to Make Preemptive Choices.**
- **Apply to Both New Development and COTS.**
- **Incorporate Performance-based Contracting.**



WHAT COTS & DEVELOPMENT HAVE IN COMMON

- **Oversight—Initial and Ongoing.**
- **Training—Initial and Ongoing.**
- **\$ Costs—Initial and Ongoing.**
- **Maintenance/Support: Timeliness & Quality.**
- **Managing Professional Services: \$\$\$.**
- **Need/Opportunity for BPI/OPT.**
- **Future Enhancements: What, When, How
=====→Committee Decides.**



WHAT ARE OUR KEY BUILDING BLOCKS?

- A. Town's Staff:
 - 1. Knowledge.
 - 2. Skill.
 - 3. Ability.
 - 4. Dedication.
 - 5. Training & Professional Development.
- B. Current IT Infrastructure/Resources in the Towns Individually & Collectively.
- C. Town Leaders—First Selectmen, Town Managers, etc.



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**3 MOST IMPORTANT WORDS IN INFO TECHNOLOGY:
TRAINING, TRAINING, TRAINING**

**3 NEXT MOST IMPORTANT WORDS:
SOFTWARE, SOFTWARE, SOFTWARE**

**3 WORDS NEVER TO FORGET:
PEOPLE, LEADERSHIP, CHANGE**

WHY IT?

Information Technology Has Value To Each Town Only To The Extent That It Supports These Functions:

- Policy-making.
- Management.
- Operations.
- Public information.



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CRITERIA FOR MAKING CHOICES ABOUT INFORMATION TECHNOLOGY

- **MANDATE.**
- **RISK.**
- **IMPACT.**
- **QUALITY.**
- **STABILITY.**
- **COST.**
- **MANAGEABILITY.**

STRATEGIC POSITIONING

What IT-Related Resources Does the Town now have?

- **Do These Resources Provide a Sound Foundation for the Future?**
- **What Should the Town be Doing to Assure, As Far As Possible, That It Is Positioned As Well As Possible to meet Its Present and Future Functional Requirements With the Information Technologies Which May Become Available Over Time?**

STAFFING

The Town Can Only Implement What It Can Staff.



The Town Can't Implement What It Can't Staff.

PROGRESSIVE COMMUNITIES
SPEND ABOUT 2.5% - 3.5% OF
TOTAL OPERATING BUDGET ON
INFORMATION TECHNOLOGY.



**Q: WHAT DOES YOUR TOWN NOW SPEND
FOR ALL IT IN ALL DEPARTMENTS?**



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CHANGE

Applications Change/Improve

Nothing

By Themselves.

WHAT ORGANIZATIONS NEED TO DO TO REENGINEER SUCCESSFULLY

- 1. Define the Organization's Identity and Determine Its Goals:**
 - A. Who Are you Today?**
 - B. Who Do you Want To Be in the future?**
 - C. Why?**
- 2. Determine how Best to Build Support for Reengineering:**
 - A. External/Political.**
 - B. Internal/Organizational.**
- 3. Define Resources:**
 - A. Human.**
 - B. Fiscal.**
 - C. Physical.**
 - D. Informational.**

Thank you

For the opportunity to be working with the
CRCOG and the Towns!

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