



# Technology Assessment for Rural Communities of Scott County, Iowa

## PHASE I – AS IS

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# TABLE OF CONTENTS

- Introduction..... 2
- Executive Summary..... 3
- Key Observations ..... 4
  - Aging Equipment..... 4
  - New World Systems Support..... 4
  - IT Support..... 5
  - Finance and Budget ..... 5
  - Procurement ..... 6
  - Policy and Training ..... 6
  - Security Vulnerabilities..... 6
  - Storage and Backup..... 7
  - Future Vision ..... 7
- Infrastructure Assessment..... 8
  - Server/PC Summary..... 8
  - Firewall Summary..... 11
- Stakeholder Interviews..... 12
  - Buffalo ..... 12
  - Donahue..... 14
  - Eldridge..... 15
  - LeClaire ..... 17
  - Long Grove ..... 19
  - McCausland..... 20
  - Princeton ..... 21
  - Riverdale..... 22
  - Walcott..... 24
- Project Constraints ..... 27
- Next Steps..... 27

# INTRODUCTION

RK Dixon was contracted by Bi-State Regional Commission to perform a technology assessment for select rural communities (Figure 1) of Scott County, Iowa. This report details phase one, AS – IS, of the three-part process (Figure 2).

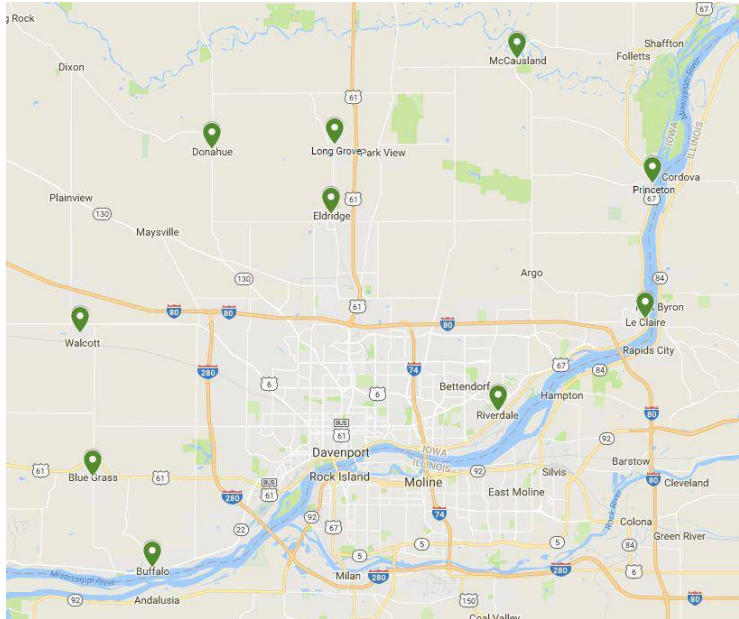


Figure 1

The purpose of phase one is to document the AS – IS state of each rural community with regards to their existing IT equipment, infrastructure, licensed software, maintenance/service agreements, finance mechanisms, and processes for upgrading, replacing and supporting existing technology. Phase one was accomplished through key stakeholder interviews and on-site infrastructure inspections with each participating community. Phase two, Assess and Develop TO – BE, and phase three, Develop Implementation Plan, will be detailed in future reports and stakeholder meetings.

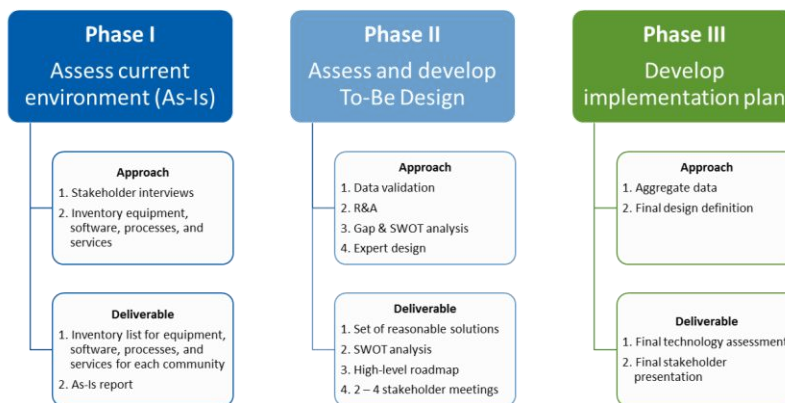


Figure 2

## EXECUTIVE SUMMARY

Between October 2017 and January 2018, members of RK Dixon's IT consulting team met with stakeholders from Blue Grass, Buffalo, Donahue, Eldridge, LeClaire, Long Grove, McCausland, Princeton, Riverdale, Walcott and Scott County. The objective was to meet key operational leaders to gain first-hand, candid feedback regarding a potential gap in resources and support required to efficiently maintain their information technology assets and services. While on-site, our network engineers performed a full assessment of the physical and network environment to better understand the technical position of each community.

Through the interviews and infrastructure assessments, we identified key similarities that covered several communities. Detailed under Key Observations are the most prevalent operations identified as an opportunity for improvement. While it is our overall objective to focus on gaps in information technology that may be affecting efficiencies in the community, it is important to note that several leaders felt their individual communities were doing well with respect to their size and resource availability.

One of the primary concerns identified by key stakeholders is aging equipment, and the ability to procure sufficient and cost-effective replacements. The infrastructure assessment validated this concern by identifying a significant amount of aging equipment actively in use across several communities.

Communities with police representation voiced significant concerns over the support for New World applications currently being provided by Scott County. Several stakeholders expressed frustrations regarding the amount of time it takes for a representative of Scott County to address their support needs. They feel that their smaller size and lack of formal agreement with Scott County is keeping them from being a support priority. Some communities are barely meeting New World applications minimum technical requirements which adds an additional layer of complexity when considering aging equipment and the ability to replace them.

The infrastructure assessment identified several security vulnerabilities, which, ironically were not a major source of discussion during stakeholder interviews. This observation leads to the conclusion that there may be a significant opportunity for security awareness training and further security vulnerability assessments. It was also identified that only two communities have professional-grade firewalls in place; making the other eight communities exceptionally vulnerable to malicious attacks.

Other key findings for IT support, finance and procurement, policies and training, and backup solutions are detailed further. However, overall, it is apparent that the communities would not only benefit operationally from central IT support, guidance and procurement, they are interested in working together toward a common solution.

## KEY OBSERVATIONS

### Aging Equipment

Aging equipment can impose numerous challenges within a technical environment. As equipment ages, the possibility of down-time, the need for adequate support resources, and security vulnerabilities all increase.

- Six communities had equipment that was identifiably older than five years.
- Five communities reported aging equipment as a current organizational challenge.
- Only two communities reported having their hardware on a standard 4-5 year refresh cycle.

*A lot of small towns tend to keep hardware longer than they should.*

Brian Carsten, Chief of Police

### New World Systems Support

New World Systems is a public-sector software company which is a major manufacturer of computer-aided dispatch software. In 2008 consolidation of all Scott County Public Safety Entities began and in 2009 Scott Emergencies Communications Center (SECC) implemented New World Systems for their dispatch solution.<sup>1</sup> There is no formal agreement between the rural communities and Scott County for the support of New World Systems; however all support for New World Systems is performed by Scott County resources.

*We rely on Scott County for support, but they have no obligation to help.*

Shane Themas, Chief of Police

- All five communities with police representation reported support for New World as a current organizational challenge.
- All five communities reported deficient timely support as a major concern. One community reported having a machine that has been waiting over a month for an update to be applied by Scott County; another reported they were going on three weeks without the update.

- Two communities reported technical specification concerns. New World Systems requires an operating system of Windows 10, or newer, and in one community only one PC supports the system.
- A summary of the general sentiment expressed by these communities during stakeholder interviews is that they “feel forgotten.” They suspect their smaller population size is the reason Scott County deprioritizes their needs over larger communities.

<sup>1</sup> <http://www.secc911.com/>

## IT Support

- Two communities reported that their IT support does not meet their current needs. Of these two communities, neither has a formally defined IT support resource either external or internal.
- Two communities have formal recurring contracts with external vendors for IT support.
- Five communities do not have formally defined IT support resources; however, they felt their ability to acquire acceptable support as needed, either internal or external, was satisfactory.

### IT Support Agreements

Community	Vendor	Agreement
Buffalo	Doug Dittmar, Fly-A-Kite Studios	No
Donahue	Geek Squad	With warranty purchase
Eldridge	Computer Evolutions; Shared IT	No
LeClaire	Platinum	Yes, Managed Services
Long Grove	Integrated Solutions	During Mayoral term
McCausland	Geeks Online	No
Princeton	Shared IT	No
Riverdale	Integrated Solutions	Yes
Walcott	Computer Evolutions; Night-Owl	No

## Finance and Budget

- No community reported having an existing financing mechanism for maintaining or upgrading equipment other than annual budget dollars.
- One community reported having tried to obtain grant funding in the past; however, they were denied due to average household income limits.
- All communities must engage City Council for purchases greater than a defined monetary limit.
- With the expectation of one community that has contracted support through Managed Services monthly agreement, support costs are generally low.
  - One community has free support during the current Mayoral term.
  - Two communities are getting support and reported getting billed only about half of the time.

## Procurement

- One community reported having a single and recurring vendor for their infrastructure procurement needs.
- All other communities have used a variety of online and in-store vendors to meet their procurement needs.
- Several communities reported cost as being the definitive reason in deciding where their assets are procured.
- Two communities reported having their hardware on a standard 4-5 year refresh cycle.
- Six communities were actively using consumer grade operating systems.

## Policy and Training

- All communities interviewed reported having no formal IT training procedures documented or in practice.
- Four communities had city or state IT policies that were actively being implemented.
  - Long Grove reported following Municipal Utilities Identity Theft Protection guidelines.
  - Princeton reported following an Internet usage policy.
  - Riverdale had a recent adoption of Iowa Code 364.1 Identity Theft Protection, which defines who has access to resident information.
  - Walcott reported that they “follow state guidelines.”

*We have to try to learn as we go and learning new Operating Systems can be challenging.*

Lisa Rickertsen; City Clerk

## Security Vulnerabilities

According to a 2017 article from govetechnology.com, “Local governments are attractive targets for cybercriminals for the valuable data they store, and the fact that many are connected to state systems and big networks, where the quantity and quality of data is likely to be greater.”<sup>2</sup>

- Five communities had end-points that were missing critical updates or patches.
- Three communities had at least one endpoint that was missing or had out-of-date anti-virus/anti-spyware.
- Eight communities had devices that provided only consumer-grade firewall capabilities. The remaining two communities were equipped with professional-grade firewall protection.
- One community was observed having their servers’ administrative user name and password on a sticky note directly on the server.
- One community has a computer for public use that resides on the network.

<sup>2</sup> Newcombe, Tod. (2017, October/November). Small Towns Confront Big Cyber-Risks. *Government Technology*. Retrieved from <http://www.govtech.com/security/GT-OctoberNovember-2017-Small-Towns-Confront-Big-Cyber-Risks.html>.

## Storage and Backup

- Through interviews and infrastructure assessments, it was identified that nine communities are utilizing some form of backup solution.
- Four communities reported concerns with their current backup solution and expressed an interest in identifying alternative options. Some concerns include:
  - Backing up only to external drives and not having a cloud backup
  - Reliability and monitoring of successful backups
  - Costs for subscription-based backup solutions

## Future Vision

When asked what they would like to see come from this process:

- Six communities reported they would like help with funding and developing a process that would enable the communities to join together during procurements to provide economies of scale.
- Four communities expressed interest in developing a centralized, formal IT relationship with a vendor that could satisfy their needs for support and procurement, ideally with an understanding of city government operations.
- All communities with police representation would like to see formal process improvements in the support for New World applications.

*We all don't need to be our own little islands...it's expensive.*

Tim Long; City Administrator

## INFRASTRUCTURE ASSESSMENT

Below is a brief infrastructure summary for each community. The full results of the on-site infrastructure assessment have been provided in a separate file distributed to key stakeholders.

### Server/PC Summary

Bluegrass			
Computer	Operating System	OS Install Date	Age (months)
BLUEGRASSPC01	Windows 7 Professional	6/11/2013 1:27:30 PM	52
BLUEGRASSPC02	Windows 7 Professional	6/11/2013 1:28:43 PM	52
BLUEGRASSPC03	Windows 7 Professional	6/11/2013 1:29:47 PM	52
BLUEGRASSLT01	Windows 7 Professional	6/11/2013 4:12:20 PM	52
BGPDMDC1	Windows 7 Professional	12/12/2011 7:40:13 PM	70
BLUEGRASS-PC	Windows 7 Professional	12/4/2014 10:27:17 AM	34
BG-CHWKST1	Windows 7 Professional	12/12/2016 12:14:22 PM	10
BG-CHWKST2	Windows 7 Professional	12/12/2016 12:31:03 PM	10
BG-CHWKST3	Windows 7 Professional	12/14/2016 9:22:09 AM	10
DESKTOP-1D4KS8C	Windows 10 Pro	5/23/2017 12:10:53 PM	5
BLUEGRASSRESCUE	Windows 7 Professional	8/25/2013 3:01:12 PM	50
BLUEGRASSFIRE	Windows 7 Professional	8/25/2013 3:57:30 PM	50
BGFDTREASURER	Windows 8.1	2/6/2015 6:51:08 PM	32
BGFDSECRETARY	Windows 8.1	2/6/2015 6:51:22 PM	32
BGFDCHIEF	Windows 10 Home	9/2/2016 3:58:01 AM	13
BGFDMAPROOM	Windows 10 Home	8/22/2017 10:25:21 PM	2

Buffalo			
Computer	Operating System	OS Install Date	Age (months)
BUFFALOPOLICE	Windows 7 Professional	10/13/2011 5:10:28 PM	72
E115	Windows 7 Professional	11/18/2011 8:21:56 AM	71
BUFFALOCITY1-PC	Windows 7 Professional	4/26/2014 1:45:19 PM	42
BUFFALOCITY2-PC	Windows 7 Professional	4/26/2014 5:03:02 PM	42
OWNER	Windows 7 Home Premium	9/26/2014 1:05:45 PM	37
ASUS	Windows 8.1 Pro	10/16/2014 1:06:57 PM	36
BVFDENGINE1-PC	Windows 7 Professional	2/25/2016 4:58:11 PM	20
BVFDQUAD1-PC	Windows 7 Professional	3/1/2016 4:59:35 PM	19
SERVER2017	Windows 10 Enterprise	6/16/2017 8:43:26 AM	4
DESKTOP-1OD97TK	Windows 10 Pro	7/11/2017 7:37:23 AM	3
TANNA2017	Windows 10 Pro	8/8/2017 5:07:06 PM	2
LAPTOP-QI0UBPJS	Windows 10 Home	10/7/2017 12:14:41 PM	0

**Donahue**

Computer	Operating System	OS Install Date	Age (months)
ASUS	Windows 8.1	2/14/2015 3:05:58 PM	34

**Eldridge**

Computer	Operating System	OS Install Date	Age (months)
SERVER	Windows Server 2008 R2 Standard	8/1/2013 1:59:37 AM	50
MAYOR	Windows 7 Professional	7/15/2011 10:48:39 AM	75
BACKOFFICEPC	Windows 7 Professional	7/15/2011 12:13:04 PM	75
DENISE	Windows 7 Professional	7/15/2011 12:24:22 PM	75
ELDRIDGE5	Windows 7 Professional	7/15/2011 1:32:11 PM	75
CITYOFELDRIDGE	Windows 7 Professional	7/15/2011 1:36:56 PM	75
OWNER-PC	Windows 7 Professional	7/15/2011 2:27:06 PM	75
ELDRIDGEAST	Windows 7 Professional	7/15/2011 4:02:52 PM	75
SERVER2	Windows Server (R) 2008 Standard	8/6/2008 11:03:31 PM	110
DELL-10142011	Windows 7 Professional	10/14/2011 1:18:16 PM	72
DELL-110111	Windows 7 Professional	10/31/2011 2:38:06 PM	72
ELDRIDGEPDLEN-P	Windows 7 Professional	7/26/2013 3:29:56 PM	51
DENISE	Windows 7 Professional	7/15/2011 12:24:22 PM	75
ELPD2-PC	Windows 7 Professional	6/16/2016 9:10:46 AM	16
ELPD1-PC	Windows 7 Professional	6/16/2016 9:11:07 AM	16
ELPD4-PC	Windows 7 Professional	6/16/2016 9:12:24 AM	16
ELPD5-PC	Windows 7 Professional	6/16/2016 9:13:56 AM	16
EPD6-PC	Windows 7 Professional	1/30/2017 3:16:38 PM	9
UTILITIES-PC	Windows 7 Home Premium	1/3/2012 2:35:45 PM	69
STREETS	Windows 10 Home	10/17/2016 2:38:26 PM	12
BRIAN-PC	Windows 10 Home	7/5/2017 4:13:28 PM	3
STREETDEPARTMEN	Windows 10 Home	7/7/2017 9:45:31 AM	3
DAN-PC	Windows 10 Home	7/10/2017 2:14:09 PM	3
OWNER-PC	Windows 10 Home	7/14/2017 7:45:03 AM	3
LOCATE-PC	Windows 10 Home	7/24/2017 9:24:46 AM	3

**LeClaire**

Computer	Operating System	OS Install Date	Age (months)
LCPWWS04	Windows 7 Professional	8/14/2012 1:59:42 PM	62
PLAT001	Windows 7 Professional	4/1/2014 3:07:02 PM	42
PLAT013	Windows 7 Professional	5/31/2014 12:56:07 PM	41
PLAT011	Windows 7 Professional	5/31/2014 12:56:15 PM	41
PLAT019	Windows 7 Professional	5/31/2014 1:38:32 PM	41
PLAT014	Windows 7 Professional	5/31/2014 1:40:14 PM	41
PLAT015	Windows 7 Professional	5/31/2014 1:42:24 PM	41
PLAT018	Windows 7 Professional	6/1/2014 9:55:36 AM	40
PLAT016	Windows 7 Professional	6/1/2014 9:56:09 AM	40
PLAT017	Windows 7 Professional	6/1/2014 9:56:44 AM	40
PLAT010	Windows 7 Professional	6/1/2014 12:08:57 PM	40
PLAT008	Windows 7 Professional	6/1/2014 12:09:26 PM	40
PLAT009	Windows 7 Professional	6/1/2014 12:09:41 PM	40
PLAT005	Windows 7 Professional	6/1/2014 2:00:33 PM	40
PLAT006	Windows 7 Professional	6/1/2014 2:00:50 PM	40
PLAT007	Windows 7 Professional	6/1/2014 2:01:12 PM	40
PLAT004	Windows 7 Professional	6/1/2014 3:55:50 PM	40
PLAT002	Windows 7 Professional	6/1/2014 3:56:09 PM	40
PLAT003	Windows 7 Professional	6/1/2014 3:56:35 PM	40
CHCOUNCIL	Windows 7 Professional	9/23/2014 3:14:06 PM	37
FHSPARE2	Windows 7 Professional	9/29/2014 12:35:47 PM	37
MAYORDESKTOP	Windows 7 Professional	10/1/2014 1:53:10 PM	36
PLAT021	Windows 7 Professional	3/16/2016 11:37:15 AM	19
LCFD-RESCUE1	Windows 7 Professional	9/12/2014 10:42:07 AM	37
LEE2-PC	Windows 7 Professional	3/30/2016 6:30:55 PM	19
LCFD-ENGINE1	Windows 10 Pro	8/30/2017 5:17:22 PM	2

**Long Grove**

Computer	Operating System	OS Install Date	Age (months)
SERVER1	Windows 7 Professional	11/11/2013 6:44:02 PM	47
WS02-PC	Windows 7 Professional	1/24/2014 3:49:39 PM	45
JOEL-PC	Windows 10 Pro	5/23/2017 12:59:46 PM	5

**McCausland**

Computer	Operating System	OS Install Date	Age (months)
MCCFIRE1	Windows 10 Home	3/25/2017 4:54:47 AM	7
USER-PC	Windows 10 Home	9/7/2017 5:28:49 AM	1

**Princeton**

Computer	Operating System	OS Install Date	Age (months)
DEPCLERK	Windows 8.1	10/24/2014 3:17:44 PM	38
CLERK	Windows 8.1	10/28/2014 1:12:24 PM	38
PRNPDOFF2	Windows 7 Professional	1/24/2012 3:01:49 PM	71
PRINCETONFIRE2	Windows 7 Professional	6/1/2013 4:54:20 PM	54
PRINCETONFIRE1	Windows 7 Professional	6/1/2013 6:55:31 PM	54
PFD1-PC	Windows 10 Home	9/23/2016 5:39:42 AM	15
MCCPDMBL2	Windows 7 Professional	2/5/2017 3:31:17 PM	10
DELL2-PC	Windows 10 Home	9/2/2017 11:22:11 AM	3
RADIOROOM	Windows 10 Home	9/3/2017 2:27:58 PM	3

**Riverdale**

Computer	Operating System	OS Install Date	Age (months)
COR-SERVER	Windows Small Business Server 2011 Standard	1/25/2015 3:18:24 PM	33
ASSISTANT-CLERK	Windows 7 Professional	4/4/2011 4:08:16 PM	78
MAYOR	Windows 7 Professional	6/29/2012 12:23:16 PM	64
SEP-PC	Windows 7 Professional	2/1/2015 1:16:04 PM	32
TIM-PC	Windows 10 Pro	8/11/2017 1:55:00 PM	2

**Walcott**

Computer	Operating System	OS Install Date	Age (months)
SERVER2012	Windows Server 2012 R2 Standard	7/30/2015 4:11:23 PM	28
LISA1-HP	Windows 7 Professional	9/20/2012 3:29:39 PM	62
BLDGINSP	Windows 8.1	1/20/2014 10:42:53 AM	46
WALCOTTPD-PC	Windows 7 Professional	10/23/2016 10:30:18 PM	13
LAPTOP-F4PSNFAS	Windows 10 Home	6/19/2017 8:00:53 AM	5
POLICE-PC	Windows 10 Home	7/2/2017 3:52:37 AM	4

## Firewall Summary

Office	Professional Grade Firewall	Type
Bluegrass	Yes	SonicWall
Buffalo	No	
Donahue	No	
Eldridge	No	
LeClaire	Yes	SonicWall
Long Grove	No	
McCausland	No	
Princeton	No	
Riverdale	No	
Walcott	No	

# STAKEHOLDER INTERVIEWS

## Buffalo

Stakeholder Interviews		
Participants		<ul style="list-style-type: none"> <li>• City Clerk</li> <li>• Deputy Clerk</li> <li>• Police Sergeant</li> <li>• Mayor</li> </ul>
Weaknesses		
What are the challenges you have in your job or organization today?	City	<ul style="list-style-type: none"> <li>• Lack of efficiency and timeliness when troubleshooting and maintaining computers</li> <li>• Lack of defined IT security practices</li> <li>• Email forwarding does not consistently work for emails sent to Buffalolowa.org</li> </ul>
	PD	<ul style="list-style-type: none"> <li>• Aging equipment with compatibility concerns; two tough books at least six years old</li> <li>• Utilizing refurbished PCs from unaccredited supplier</li> <li>• Operating on personal email accounts</li> <li>• Lack of timeliness for New World support from Scott County</li> <li>• New World requires Windows 10; currently only one PC is operating with Windows 10</li> </ul>
Strengths		
Are there processes or areas that are working well?	City	<ul style="list-style-type: none"> <li>• Overall operating costs for IT are low</li> </ul>
	PD	<ul style="list-style-type: none"> <li>• Trax software for scanners in squad cars is working great</li> </ul>
Future Vision		
Are there efficiencies you would like to leverage that you currently are not?	City	<ul style="list-style-type: none"> <li>• To network with public works so they can share and view accounting software and budgets</li> <li>• Have a spare computer</li> </ul>

	PD	<ul style="list-style-type: none"> <li>Updated equipment to support New World</li> </ul>
What would you like to see come from this process?		<ul style="list-style-type: none"> <li>Central IT support for a reasonable price</li> <li>Better communication efficiencies between departments</li> </ul>
<b>Support</b>		
Do your support resources align with your current needs?	City	<ul style="list-style-type: none"> <li>No. Occasionally it is quick and helpful; other times it's a long process. For example they had a scheduled installation date that their current support failed to show up to.</li> </ul>
	PD	<ul style="list-style-type: none"> <li>Lack of central support resource; currently having to rely on Scott County for any New World updates and Doug Dittmar for other issues</li> <li>Support is slow moving from Scott County. For example there is a computer that still needs updated; have been waiting for over a month</li> </ul>
What is your existing IT support?		<ul style="list-style-type: none"> <li>Doug Dittmar with Fly-a-Kite Studios</li> </ul>
Contract details		<ul style="list-style-type: none"> <li>No contract. Call and pay as needed.</li> </ul>
<b>Responsibility</b>		
Who is ultimately responsible for making IT-related decisions?		<ul style="list-style-type: none"> <li>Requests submitted for review to City Council</li> </ul>
How are IT decisions made?		<ul style="list-style-type: none"> <li>Through Council unless needed immediately in which can be approved by Mayor</li> </ul>
<b>Procurement</b>		
Where do you procure your IT assets		<ul style="list-style-type: none"> <li>Doug Dittmar</li> </ul>
Is there a standard hardware refresh cycle?		<ul style="list-style-type: none"> <li>No. Upgrades occur as needed.</li> </ul>
<b>Finance</b>		
Is there a defined IT budget?		<ul style="list-style-type: none"> <li>~\$1,000</li> </ul>
Are there existing finance mechanisms for maintaining and upgrading equipment?		<ul style="list-style-type: none"> <li>No. Defined in annual budget.</li> </ul>
<b>Standards</b>		
Is there defined IT training, documentation and/or security policies?		<ul style="list-style-type: none"> <li>No</li> </ul>

## Donahue

Stakeholder Interviews	
Participants	<ul style="list-style-type: none"> <li>City Clerk</li> </ul>
Weaknesses	
What are the challenges you have in your job or organization today?	<ul style="list-style-type: none"> <li>Fax machine recently died</li> </ul>
Strengths	
Are there processes or areas that are working well?	<ul style="list-style-type: none"> <li>With a town of about 360 people, there are limited needs</li> </ul>
Future Vision	
Are there efficiencies you would like to leverage that you currently are not?	<ul style="list-style-type: none"> <li>Current project to replace and update water meters to a wireless system</li> </ul>
What would you like to see come from this process?	<ul style="list-style-type: none"> <li>Nothing concrete. The small population does not require complex or multifaceted support structure</li> </ul>
Support	
Do your support resources align with your current needs?	<ul style="list-style-type: none"> <li>Yes</li> </ul>
What is your existing IT support?	<ul style="list-style-type: none"> <li>Geek Squad through Best Buy</li> </ul>
Contract details	<ul style="list-style-type: none"> <li>Warranties purchased as needed per device</li> </ul>
Responsibility	
Who is ultimately responsible for making IT-related decisions?	<ul style="list-style-type: none"> <li>City Clerk</li> </ul>
How are IT decisions made?	<ul style="list-style-type: none"> <li>Procurements needed are submitted for review to City Council</li> </ul>
Procurement	
Where do you procure your IT assets	<ul style="list-style-type: none"> <li>Computers from Best Buy</li> <li>Copier from Office Max</li> </ul>
Is there a standard hardware refresh cycle?	<ul style="list-style-type: none"> <li>No. Upgrades occur as needed.</li> </ul>
Finance	
Is there a defined IT budget?	<ul style="list-style-type: none"> <li>No. Technology line items would fall under general annual budget done in January</li> </ul>
Are there existing finance mechanisms for maintaining and upgrading equipment?	<ul style="list-style-type: none"> <li>No. Defined in annual budget.</li> </ul>
Standards	
Is there defined IT training, documentation and/or security policies?	<ul style="list-style-type: none"> <li>No</li> </ul>

## Eldridge

Stakeholder Interviews	
Participants	<ul style="list-style-type: none"> <li>• City Administrator</li> <li>• Assistant City Administrator</li> <li>• Police Administration Assistant</li> <li>• Police Chief</li> </ul>
Weaknesses	
What are the challenges you have in your job or organization today?	<p>City</p> <ul style="list-style-type: none"> <li>• Balancing beneficial technology innovations against budget. For example GIS apps for citizens to report issues (i.e. pot holes)</li> <li>• Understanding innovative technology and knowing which vendor to choose.</li> <li>• Server and workstations currently in need of upgrade; approximately five years old.</li> </ul>
	<p>PD</p> <ul style="list-style-type: none"> <li>• Several frustrations regarding New World application and support.</li> <li>• In the past year Scott County has improved support; however they are still concerned some promises, such as Scott County hiring another FTE to support the rural communities, were never delivered on.</li> <li>• Internet is very slow; however they are slated to receive a fiber upgrade to be shared with City Hall soon.</li> </ul>
Strengths	
Are there processes or areas that are working well?	<ul style="list-style-type: none"> <li>• Accounting and Billing systems were integrated for increased efficiencies.</li> <li>• Overall environment is stable.</li> </ul>
Future Vision	
Are there efficiencies you would like to leverage that you currently are not?	<ul style="list-style-type: none"> <li>• Projects that are currently on schedule to be completed including phone system upgrade, hardware refresh and fiber upgrade</li> </ul>
What would you like to see come from this process?	<ul style="list-style-type: none"> <li>• A centralized vendor relationship established that could assist with network and hardware issues</li> <li>• The smaller communities networking together for joint purchasing</li> </ul>

	<ul style="list-style-type: none"> <li>Minimize downtime associated with New World upgrades</li> </ul>
<b>Support</b>	
Do your support resources align with your current needs?	<ul style="list-style-type: none"> <li>Day-to-day support is working well enough; however would like further consultative support when considering innovative technology solution implementations.</li> <li>Satisfied with support from Computer Evolutions. They are accessible, responsive and do not try to sell you items you may not need.</li> </ul>
What is your existing IT support?	<ul style="list-style-type: none"> <li>Minor support issues handled internally</li> <li>Computer Evolutions used as needed</li> <li>Tri-City Electric for phones</li> </ul>
Contract details	<ul style="list-style-type: none"> <li>No contract</li> </ul>
<b>Responsibility</b>	
Who is ultimately responsible for making IT-related decisions?	<ul style="list-style-type: none"> <li>City Administrator</li> <li>Police Chief</li> </ul>
How are IT decisions made?	<ul style="list-style-type: none"> <li>City: RFPs are placed for need and select quotes are presented to City Council</li> <li>Police: Decisions are made as needed within annual budget</li> </ul>
<b>Procurement</b>	
Where do you procure your IT assets	<ul style="list-style-type: none"> <li>Based on RFP bid; last two procurement needs were won by Computer Evolution</li> </ul>
Is there a standard hardware refresh cycle?	<ul style="list-style-type: none"> <li>Generally every five years; or as needed</li> </ul>
<b>Finance</b>	
Is there a defined IT budget?	<ul style="list-style-type: none"> <li>No, technology items are allocated under annual budget under Equipment</li> </ul>
Are there existing finance mechanisms for maintaining and upgrading equipment?	<ul style="list-style-type: none"> <li>No. PD has applied for grants in the past and has been turned down.</li> </ul>
<b>Standards</b>	
Is there defined IT training, documentation and/or security policies?	<ul style="list-style-type: none"> <li>No</li> </ul>

Stakeholder Interviews		
Participants		<ul style="list-style-type: none"> <li>• City Administrator</li> <li>• Police Chief</li> <li>• Library Administrator</li> </ul>
Weaknesses		
What are the challenges you have in your job or organization today?	City	<ul style="list-style-type: none"> <li>• Access to funding</li> <li>• Having sufficient storage capacity</li> <li>• Laserfiche and electronic archiving is not always user friendly</li> </ul>
	PD	<ul style="list-style-type: none"> <li>• Scott Co. has no obligation to assist with New World problems in a timely manner</li> </ul>
	Library	<ul style="list-style-type: none"> <li>• Seven patron computers in need of an upgrade</li> <li>• Patron computers have limited security and have had concerns in the past of illegal downloads</li> <li>• Concerns of internet bandwidth deficiency</li> </ul>
Strengths		
Are there processes or areas that are working well?		<ul style="list-style-type: none"> <li>• Reliability and uptime</li> <li>• Mediacom Fiber bandwidth</li> </ul>
Future Vision		
Are there efficiencies you would like to leverage that you currently are not?	City	<ul style="list-style-type: none"> <li>• Innovate the website to accept payments and be more user friendly</li> </ul>
	PD	<ul style="list-style-type: none"> <li>• Dedicated IT support for PD</li> <li>• Reduce cost through joint purchasing</li> </ul>
	Library	<ul style="list-style-type: none"> <li>• Outdoor Wifi</li> </ul>
What would you like to see come from this process?	City	<ul style="list-style-type: none"> <li>• Being able to take advantage of economies of scale for purchasing and/or support</li> </ul>
	PD	<ul style="list-style-type: none"> <li>• County-wide reliable support for all smaller Scott County communities</li> </ul>

Support		
Do your support resources align with your current needs?	City	<ul style="list-style-type: none"> <li>• Yes</li> </ul>
	PD	<ul style="list-style-type: none"> <li>• There is room for improvement. Feels they are not priority for support assistance from Scott Co. when it is needed.</li> </ul>
	Library	<ul style="list-style-type: none"> <li>• Yes</li> </ul>
What is your existing IT support?	<ul style="list-style-type: none"> <li>• Platinum for IT Support and hardware acquisition</li> <li>• Tri-City Electric for phones</li> <li>• Ad hoc support from Scott Co. for PD and New World support</li> </ul>	
Contract details	<ul style="list-style-type: none"> <li>• Support contract up for renewal in 2018</li> <li>• Four-year server lease</li> <li>• PCs acquired through Platinum, but not on a standard refresh</li> </ul>	
Responsibility		
Who is ultimately responsible for making IT-related decisions?	<ul style="list-style-type: none"> <li>• City Administrator</li> </ul>	
How are IT decisions made?	<ul style="list-style-type: none"> <li>• Consulting with Platinum before decision by City Administrator</li> </ul>	
Procurement		
Where do you procure your IT assets	<ul style="list-style-type: none"> <li>• Platinum for servers and PCs</li> <li>• Amazon for UPS, software, and various accessories</li> </ul>	
Is there a standard hardware refresh cycle?	<ul style="list-style-type: none"> <li>• Four-year server lease</li> </ul>	
Finance		
Is there a defined IT budget?	<ul style="list-style-type: none"> <li>• No. Technology line items would fall under general annual budget done in January</li> </ul>	
Are there existing finance mechanisms for maintaining and upgrading equipment?	<ul style="list-style-type: none"> <li>• No. Defined in annual budget.</li> <li>• Have utilized grant funding in the past</li> </ul>	
Standards		
Is there defined IT training, documentation and/or security policies?	<ul style="list-style-type: none"> <li>• Platinum provides standardized IT documentation and IT security</li> </ul>	

## Long Grove

Stakeholder Interviews	
Participants	<ul style="list-style-type: none"> <li>City Clerk / Treasurer</li> </ul>
Weaknesses	
What are the challenges you have in your job or organization today?	<ul style="list-style-type: none"> <li>Current accounting software is outdated and not user friendly; would like to migrate to Summit from DataTech</li> <li>Internet and/or network is unreliable</li> </ul>
Strengths	
Are there processes or areas that are working well?	<ul style="list-style-type: none"> <li>Upgraded meter reading system</li> </ul>
Future Vision	
Are there efficiencies you would like to leverage that you currently are not?	<ul style="list-style-type: none"> <li>Upgrade to electronic filing and records keeping system</li> </ul>
What would you like to see come from this process?	<ul style="list-style-type: none"> <li>Help gaining access to funding for improvements as Long Grove's average income is generally too high for grant assistance</li> </ul>
Support	
Do your support resources align with your current needs?	<ul style="list-style-type: none"> <li>Yes; however there is always room for improvement</li> </ul>
What is your existing IT support?	<ul style="list-style-type: none"> <li>Integrated Solutions</li> </ul>
Contract details	<ul style="list-style-type: none"> <li>The Mayor, owner of Integrated Solutions, has offered professional IT services to the City at little or no cost. Upcoming Mayoral elections may impact current contract.</li> </ul>
Responsibility	
Who is ultimately responsible for making IT-related decisions?	<ul style="list-style-type: none"> <li>City Clerk with consult from Mayor and City Council</li> </ul>
How are IT decisions made?	<ul style="list-style-type: none"> <li>Jointly between Clerk, Mayor and Council</li> </ul>
Procurement	
Where do you procure your IT assets	<ul style="list-style-type: none"> <li>Various vendors</li> </ul>
Is there a standard hardware refresh cycle?	<ul style="list-style-type: none"> <li>No; as needed</li> </ul>
Finance	
Is there a defined IT budget?	<ul style="list-style-type: none"> <li>No. IT rolls up into line item for office and city equipment.</li> </ul>
Are there existing finance mechanisms for maintaining and upgrading equipment?	<ul style="list-style-type: none"> <li>Local option sales tax is set aside into reserves.</li> </ul>
Standards	
Is there defined IT training, documentation and/or security policies?	<ul style="list-style-type: none"> <li>Long Grove Municipal Utilities Identity Theft Protection</li> </ul>

## McCausland

Stakeholder Interviews	
Participants	<ul style="list-style-type: none"> <li>City Clerk</li> </ul>
Weaknesses	
What are the challenges you have in your job or organization today?	<ul style="list-style-type: none"> <li>Aging and slow technology including printer and computers</li> <li>Council understanding the impact aging equipment has on operations</li> </ul>
Strengths	
Are there processes or areas that are working well?	<ul style="list-style-type: none"> <li>Council minutes can now be stored on the website</li> </ul>
Future Vision	
Are there efficiencies you would like to leverage that you currently are not?	<ul style="list-style-type: none"> <li>If the City acquires the bank, that building will become the new City Hall. All setup of IT infrastructure will need implemented.</li> <li>Add another public-use computer</li> <li>Implement Laserfiche technology for documents</li> <li>Ability to purchase commercial grade equipment</li> </ul>
What would you like to see come from this process?	<ul style="list-style-type: none"> <li>Joint purchasing opportunities on a schedule for better planning</li> </ul>
Support	
Do your support resources align with your current needs?	<ul style="list-style-type: none"> <li>Most issues can be resolved remotely</li> </ul>
What is your existing IT support?	<ul style="list-style-type: none"> <li>GeeksOnline remote support</li> </ul>
Contract details	<ul style="list-style-type: none"> <li>As needed</li> <li>Bills City at hourly rate</li> </ul>
Responsibility	
Who is ultimately responsible for making IT-related decisions?	<ul style="list-style-type: none"> <li>City Clerk if under \$250</li> </ul>
How are IT decisions made?	<ul style="list-style-type: none"> <li>Purchases over \$250 are approved through City Council</li> </ul>
Procurement	
Where do you procure your IT assets	<ul style="list-style-type: none"> <li>Various in-store vendors</li> </ul>
Is there a standard hardware refresh cycle?	<ul style="list-style-type: none"> <li>No; equipment is replaced as needed</li> </ul>
Finance	
Is there a defined IT budget?	<ul style="list-style-type: none"> <li>No</li> </ul>
Are there existing finance mechanisms for maintaining and upgrading equipment?	<ul style="list-style-type: none"> <li>No</li> </ul>
Standards	
Is there defined IT training, documentation and/or security policies?	<ul style="list-style-type: none"> <li>No</li> </ul>

## Princeton

Stakeholder Interviews		
Participants		<ul style="list-style-type: none"> <li>Deputy Clerk</li> <li>Police Chief (Princeton / McCausland)</li> <li>Public Works</li> </ul>
Weaknesses		
What are the challenges you have in your job or organization today?	City	<ul style="list-style-type: none"> <li>No major challenges to report</li> </ul>
	PD	<ul style="list-style-type: none"> <li>Slow support for New World application support. Took county longer than three weeks to update computer after New World version upgrade</li> </ul>
Strengths		
Are there processes or areas that are working well?		<ul style="list-style-type: none"> <li>Application vendor support from DataTech (Summit), used for utility billing, payroll and accounts payable</li> </ul>
Future Vision		
Are there efficiencies you would like to leverage that you currently are not?		<ul style="list-style-type: none"> <li>Implementing Laserfiche technology</li> </ul>
What would you like to see come from this process?		<ul style="list-style-type: none"> <li>Joint purchasing options</li> </ul>
Support		
Do your support resources align with your current needs?		<ul style="list-style-type: none"> <li>Yes</li> </ul>
What is your existing IT support?		<ul style="list-style-type: none"> <li>Kevin at SharedIT</li> </ul>
Contract details		<ul style="list-style-type: none"> <li>As needed</li> <li>Bills the City at an hourly rate</li> </ul>
Responsibility		
Who is ultimately responsible for making IT-related decisions?		<ul style="list-style-type: none"> <li>City Clerk and Police Chief</li> </ul>
How are IT decisions made?		<ul style="list-style-type: none"> <li>Through City Council</li> </ul>
Procurement		
Where do you procure your IT assets		<ul style="list-style-type: none"> <li>Various online vendors (CDW, Tiger Direct, Amazon)</li> </ul>
Is there a standard hardware refresh cycle?		<ul style="list-style-type: none"> <li>No; equipment is replaced as needed</li> </ul>
Finance		
Is there a defined IT budget?		<ul style="list-style-type: none"> <li>Established through City Council</li> </ul>
Are there existing finance mechanisms for maintaining and upgrading equipment?		<ul style="list-style-type: none"> <li>No</li> </ul>
Standards		
Is there defined IT training, documentation and/or security policies?		<ul style="list-style-type: none"> <li>Internet usage policy</li> </ul>

## Riverdale

Stakeholder Interviews	
Participants	<ul style="list-style-type: none"> <li>City Administrator</li> </ul>
Weaknesses	
What are the challenges you have in your job or organization today?	<ul style="list-style-type: none"> <li>File sharing</li> <li>Backup solution</li> </ul>
Strengths	
Are there processes or areas that are working well?	<ul style="list-style-type: none"> <li>Support from Integrated Solutions</li> </ul>
Future Vision	
Are there efficiencies you would like to leverage that you currently are not?	<ul style="list-style-type: none"> <li>Implement a shared Outlook calendar system</li> <li>Implement file share</li> <li>Implement Geographical Information Systems</li> </ul>
What would you like to see come from this process?	<ul style="list-style-type: none"> <li>Confidence in knowing their infrastructure is reliable and they have minimized their exposure to security threats</li> </ul>
Support	
Do your support resources align with your current needs?	<ul style="list-style-type: none"> <li>Yes</li> </ul>
What is your existing IT support?	<ul style="list-style-type: none"> <li>Integrated Solutions (Bettendorf)</li> </ul>
Contract details	<ul style="list-style-type: none"> <li>Desktop, application and remote support on an as needed basis</li> <li>10 hour blocks of time are pre-paid for \$850</li> </ul>
Responsibility	
Who is ultimately responsible for making IT-related decisions?	<ul style="list-style-type: none"> <li>Mayor and City Council</li> <li>In transition to City Administrator</li> </ul>
How are IT decisions made?	<ul style="list-style-type: none"> <li>Generally consult with Integrated Solutions before making purchase, then get approval from City Council</li> </ul>
Procurement	
Where do you procure your IT assets	<ul style="list-style-type: none"> <li>Integrated Solutions and other various vendors</li> </ul>
Is there a standard hardware refresh cycle?	<ul style="list-style-type: none"> <li>No; this is done as needed</li> <li>Currently using a server that is aging and may need replaced soon</li> </ul>

Finance	
Is there a defined IT budget?	<ul style="list-style-type: none"> <li>No; however items over \$500 need City Council approval</li> </ul>
Are there existing finance mechanisms for maintaining and upgrading equipment?	<ul style="list-style-type: none"> <li>No</li> </ul>
Standards	
Is there defined IT training, documentation and/or security policies?	<ul style="list-style-type: none"> <li>No defined training or documentation procedures</li> <li>Recent adoption of Iowa Code 364.1 Identity Theft Protection – which defines who has access to resident information</li> </ul>

## Walcott

Stakeholder Interviews		
Participants	<ul style="list-style-type: none"> <li>• City Clerk</li> <li>• Police Chief</li> <li>• Police Officer</li> </ul>	
Weaknesses		
What are the challenges you have in your job or organization today?	City	<ul style="list-style-type: none"> <li>• Internet reliability (through Mediacom)</li> <li>• New computer operating systems are challenging; opportunity for training improvement</li> <li>• Training for copier/scanner/fax setup</li> <li>• Inability to transfer to voicemail (through CenturyLink)</li> <li>• Cannot page or multi-location extension dial</li> <li>• Not able to fax from computer</li> </ul>
	PD	<ul style="list-style-type: none"> <li>• County support for New World when desktops need updated after a version update is slow</li> <li>• General support from county for New World is slow and inconsistent</li> <li>• Concern regarding storage and backup; some items are being saved to a PC; is uncertain if the information they need to backup is subject to certain information security protocols</li> <li>• Non-central location of modem and router; this prevents access to reset if Public Works has gone for the day</li> </ul>
Strengths		
Are there processes or areas that are working well?	<ul style="list-style-type: none"> <li>• Vendor application support</li> </ul>	
Future Vision		
Are there efficiencies you would like to leverage that you currently are not?	City	<ul style="list-style-type: none"> <li>• Ability to accept payment online</li> </ul>

	PD	<ul style="list-style-type: none"> <li>• Auto cloud uploads when the car is pulled into the station (rather than manually upload SD cards)</li> <li>• Cloud backup solution</li> </ul>
What would you like to see come from this process?	City	<ul style="list-style-type: none"> <li>• Knowledgeable, standard support. Preferably a support resource that understands government operations.</li> </ul>
	PD	<ul style="list-style-type: none"> <li>• Consistent Tough Book make/models and images across all officers to streamline setup and troubleshooting</li> <li>• Professional IT support</li> </ul>
<b>Support</b>		
Do your support resources align with your current needs?	City	<ul style="list-style-type: none"> <li>• No; specifically when there is hardware trouble and user training needs</li> </ul>
	PD	<ul style="list-style-type: none"> <li>• For small things yes; however more complex issues no.</li> <li>• Inefficient support for New World from County</li> </ul>
What is your existing IT support?	City	<ul style="list-style-type: none"> <li>• Andy @ Night-Owl Wireless</li> <li>• Previously have used Computer Evolutions</li> </ul>
	PD	<ul style="list-style-type: none"> <li>• In-house through Adam</li> </ul>
Contract details	City	<ul style="list-style-type: none"> <li>• No contract</li> <li>• Use as needed at an hourly rate</li> <li>• Also used by Public Works</li> </ul>
	PD	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Responsibility</b>		
Who is ultimately responsible for making IT-related decisions?	City	<ul style="list-style-type: none"> <li>• City Administrator</li> </ul>
	PC	<ul style="list-style-type: none"> <li>• Police Chief</li> </ul>
How are IT decisions made?		<ul style="list-style-type: none"> <li>• Any purchase over \$500 must be taken to City Council</li> <li>• Required to take at least two bids</li> </ul>

Procurement		
Where do you procure your IT assets	City	<ul style="list-style-type: none"> <li>• Have purchased from Computer Evolutions in the past</li> <li>• Currently looking for new hardware vendor</li> </ul>
	PD	<ul style="list-style-type: none"> <li>• Various vendors either in-store or online; generally shopping for sale deals</li> </ul>
Is there a standard hardware refresh cycle?		<ul style="list-style-type: none"> <li>• No; purchases are made as needed</li> </ul>
Finance		
Is there a defined IT budget?		<ul style="list-style-type: none"> <li>• No</li> </ul>
Are there existing finance mechanisms for maintaining and upgrading equipment?		<ul style="list-style-type: none"> <li>• No</li> </ul>
Standards		
Is there defined IT training, documentation and/or security policies?	City	<ul style="list-style-type: none"> <li>• Policy to change password every 30 days</li> </ul>
	PD	<ul style="list-style-type: none"> <li>• Follow State guidelines</li> </ul>

## PROJECT CONSTRAINTS

The successful completion of phase one was particularly dependent upon community access and participation. Within reasonable effort, some access was not provided and/or contact was made. While we do not believe the below constraints have affected the outcome of the deliverables, it is with respect to transparency that we identify the objectives for each community that were incomplete.

- City of Blue Grass
  - A technology infrastructure assessment was performed, however there was no stakeholder interview.
- City of LeClaire
  - We were unable to receive admin access from Platinum required to complete a server and network environment assessment.
  - Individual PCs unable to be scanned were
    - CH-Chamber; CH-Spare (City Hall)
    - FHSPARE1 (Fire Department)
    - PLAT012; 6 patrol car laptops (Police Department)
- City of Princeton
  - The City Clerk was out on leave and was not able to attend the stakeholder interview. The Deputy Clerk filled in during her absence. However, some of questions may have been better suited to be answered by the City Clerk.
- City of Riverdale
  - We were unable to gain access to the Fire Station to perform the technical assessment.

## NEXT STEPS

Utilizing information gathered in phase one, a secondary report will be prepared including a SWOT analysis for each community, and a set of feasible recommendations to affectively support and maintain IT assets and services for each community individually and as a whole. This secondary report will be accompanied by a set of stakeholder meetings to review key findings and recommendations before moving on to phase three, Develop Implementation Plan.