City of Wheeling

Fiscal Year 2025-2026

INFORMATION TECHNOLOGY DEPARTMENT PROPOSED BUDGET

Submitted: Friday, January 31, 2025

January 31, 2025

Mr. Robert Herron
City Manager
1500 Chapline Street, Suite 302
Wheeling, WV 26003

RE: FISCAL YEAR 2025-2026 INFORMATION TECHNOLOGY DEPARTMENT PROPOSED BUDGET

Dear Mr. Herron:

Attached is the FY 2026-2026 Information Technology (IT) Department proposed budget. Contained herein are proposals to enhance city operations through the use of technology while continuing to enhance and improve physical and cyber security.

A summary of the more significant achievements that the Information Technology Department had are included below. Information technology is an instrumental part of every organization, and the City of Wheeling isn't any different.

Over the past year, the focus was constantly shifting for various projects, some of which had launch dates that kept being rescheduled or moved ahead to accommodate contractors.

There are several projects expected this next year, including some significant network upgrades and replacing Windows 10, which reached an end-of-life in October. Microsoft Office versions 2019 and older reach their end of support at the same time. We need to be aware of the assets that will no longer be supported or have security updates. We need a plan to ensure we don't leave the city vulnerable.

Other projects with significant IT involvement include the new Fire Department Headquarters, security upgrades at the fire stations, water department enhancements, relocating City Building personnel to alternative locations while construction is occurring, replacing servers, upgrading Wi-Fi, migrating users to a new phone system, and starting to plan for a core system upgrade.

The IT department is proud to have contributed to the many successes the city has accomplished this past year and looks forward to the contributions in the next. We are also proud to have significantly enhanced the city's security infrastructure with past achievements and there are plans for the future.

It takes significant support from City management to be able to make improvements. The department is grateful for this support and collaboration. We look forward to making further strides together that allow us to protect our assets, our employees, and our citizens.

Thank you for your continued support and consideration for the submitted information.

My best regards,

Michael A. Lloyd
Director, Information Technology

FY 2024-2025 Achievements *(not comprehensive)*

The Information Technology (IT) Department is responsible for managing the planning, budgeting, implementing, maintaining, and security of city-wide information technology, including information systems, facilities, software, equipment, communications, staffing, consulting, and training. The department assists in the advancement and implementation of the technology goals, priorities, and policies. We are responsible for developing and updating guidelines and standards for technology resource expenditure, project control, data and equipment security, information privacy, internal controls, and contingency plans while recommending overall strategy for the planning, use and coordination of information processing technology and services including the evaluation of current and proposed systems.

The department negotiates and administers contracts for hardware and software acquisition, implementation, maintenance and for telecommunications consulting services. We manage PC support and applications development, including local area networks and wide area network support and development. The department is also an excellent consultant for the technological desires of all city departments. Ultimately, the IT department is responsible for all the technological needs of the city and has a crucial role within the City of Wheeling.

The IT department manages nearly 300 user email accounts, and approximately 350 workstations and servers. This number does not include mobile devices such as smartphones or tablets. There are over 750 networkable devices for over 400 employees of the city above and beyond the aforementioned. These are a considerable number of resources that need to be managed without consideration of the mobile environment. Managing mobile devices is also very important and needs reflection. Managing mobile devices is being done through attrition.

Securing our high-risk areas has been and continued to be a primary focus. This is the most significant challenge facing the department and was displayed during third-party assessments. Having a competent technological resource is something some departments are not accustomed to and still struggle trusting despite proven results. After nearly four years, this needs to end for progress to occur. As always, management support is needed and appreciated.

Certainly, there are challenges to overcome. The more we understand that those who work for the city are passionate about their role, the better we all will be moving the city forward.

Throughout the past year, the Information Technology Department of the City of Wheeling has, again, made substantial contributions and achieved significant milestones demonstrating a commitment to innovation, initiatives, efficiency, and cybersecurity. This report provides a detailed account of key accomplishments in various areas.

FY 2024-2025 Achievements *(not comprehensive)*

Backup
It used to be taught that the three most important parts of a business are location, location, and location. This may not be the case in current times, however. Likewise, in my technology departments, I've taught the three most important things are backup, backup, and backup. Obviously, it's still very high on the list and advancements have made backup much more practical. The department identified ways to improve its backup processes and implemented a solution that is more secure, faster, and less costly.

Consultations
The department not only consults with internal departments, but it also consults with other city-related commissions and groups. The department consulted, including obtaining quotes and working with vendors, with these entities on several subjects including phones systems, security and surveillance, networks, and workstations.

Cybersecurity
A rare grant opportunity, the State and Local Cybersecurity Grant Program (SLCGP), was offered through FEMA and the U.S. Department of Homeland Security and managed by the State of West Virginia. The director of information technology was appointed to the committee representing all municipalities in the state. Recognizing the importance of the grant, the city identified its risk and applied for funding addressing these areas of risk. The grant was 100% fully awarded and those projects to improve cyber risk have been addressed. The city has again recently applied for the same grant for the 2023 award year (the grant is two years behind). We will apply for the 2024 grant late this year, early next year.

Cybersecurity insurance protects our municipality from cybercrime in the event of a breach or other cyber attack. Each year, insurance is reviewed and determined if improvements have been made to lower cost. Last year, we were able to lower the cost of cyber insurance thereby decreasing it by approximately 10% year over year recognizing the improvements being made.

Fire Headquarters
The construction on a new fire department headquarters building was restarted in late 2023 and early 2024 only to be stopped shortly thereafter due to a general contractor going bankrupt. All projects had to be suspended and vendors delayed until the project could be restarted. The fourth quarter of 2024 resumed construction, and coordination began with all the vendors (including all audio/visual components, security needs, internet, networking, structured cabling, TV, and telephone), to guarantee a state-of-the-art facility would be opened in 2025 based on the newly revised schedule.

Market Street Garage
A new, unmanned, and fully automated garage was opened in November. The IT department was heavily involved in the technological needs throughout the project management processes; including, redundant firewalls, surveillance with over forty cameras, VoIP communications, telephone lines, music over a speaker system, automated entry and exit gates, automated payments, and electric charging stations.

City of Wheeling
Departmental Budget Request
Fiscal Year 2025-2026

Department/Division: Information Technology

Department/Division Head: Michael A. Lloyd

Line Item (Number & Title)	Budget Current Year	Proposed Base	New Projects and Capital Outlay	Budget Request	Increases (Decreases)	Approved by City Manager
001.4439.10.1010 IT Support Specialist	$0.00	$45,000.00		$45,000.00	$45,000.00	
001.4439.10.1205 IT Director	$80,340.00	$86,000.00		$86,000.00	$5,660.00	
001.4439.10.1523 Bonus/Attendance	$1,556.00	$1,556.00		$1,556.00	$0.00	
001.4439.10.1920 Eye & Dental	$1,815.68	$2,960.60		$2,960.60	$1,144.92	
001.4439.10.1921 Hospitalization	$0.00	$10,219.50		$10,219.50	$10,219.50	
001.4439.10.1924 Medicare	$1,164.93	$1,900.00		$1,900.00	$735.07	
001.4439.20.2134 Insurance	$3,214.00	$6,428.00		$6,428.00	$3,214.00	
001.4439.20.2149 Tech, Ref & Services	$10,000.00	$10,000.00	Subscriptions and tools, not just for IT but others in city	$228,000.00	$218,000.00	
001.4439.20.2153 Meetings and Travel	$1,500.00	$1,500.00		$1,500.00	$0.00	
001.4439.30.3135 Office Supplies	$7,500.00	$7,500.00		$7,500.00	$0.00	

City of Wheeling
Department Budget Request
Fiscal Year 2025-2026

Department: Information Technology
Division: All
Fund: Various

Program/Project	Net Cost	GF	WATER	WPCD	Priority*	Justification/Explanation
1	2		fund allocation		3	4
Technology Support Specialist (TSS)	$45,000.00	$45,000.00			1	Needed backup. Succession. Help desk and customer support. Installation assistance. Configuration assistance. Assist with overload. Improves customer communication. Improve risk assessments. Improve retention. Reduce burnout.
TSS-Hardware	$2,500.00	$2,500.00			1	Technology Support Specialist
TSS-Remote support tools	$4,000.00	$4,000.00			1	Tools needed for Technology Support Specialist position
Vendor support	$25,000.00	$25,000.00			1	Miscellaneous support, maintenance, and advanced services
DRaaS	$10,000.00	$6,764.71	$2,058.82	$1,176.47	1	Disaster Recovery as a Service. Maintaining operation when major events occur is necessary. DRaaS is a service that goes online in the cloud and transfers operations.
IDS/IPS and Remote Monitoring	$8,500.00	$7,576.09	$923.91		2	Important tool for cybersecurity protection of City Building and connected sites. Service monitors activity on multiple network segments with real-time intelligent blocking of suspicious activity using a 24x7x365 3rd-party NOC, technicians identify, detect, & respond to suspicious activity. Continuation and renewal.
Penetration Testing	$3,000.00	$2,029.41	$617.65	$352.94	2	Another important layer in cybersecurity prevention that externally attempts to identify vulnerabilities in the same way attackers would from the outside. Continuation and renewal.
Email Security Subscription	$6,000.00	$5,097.90	$524.48	$377.62	2	Scanning for email viruses, scams, SPAM, malware and other threats. Also secures email in transit. Based on email accounts. Majority is from general fund.
Microsoft 365 Subscription	$30,000.00	$23,000.00	$3,500.00	$3,500.00	2	Necessary for the continuation of receiving email and using Microsoft Office products throughout all departments. Based on email accounts. Majority is from general fund.
Microsoft 365 backup Subscription	$3,500.00	$2,597.83	$565.22	$336.96	2	Annual subscription to backup important Microsoft data; such as, email, OneDrive, and SharePoint. Renewed for 3 years ending in 2027. This is another important tool securing user information. Based on email accounts. Majority is from general fund.
Security Awareness Training and Testing	$5,000.00	$3,711.18	$807.45	$481.37	2	Critical for keeping users educated and providing a layer of importance on security in the workplace. It's also important for insurance purposes and grant funding.
Password Reset Renewal	$4,000.00	$2,968.94	$645.96	$385.09	2	Assists users changing their passwords, especially those who are not associated with the domain.
Digital Connections	$1,800.00	$1,800.00			2	Internet communications for a couple city sites
Comcast	$12,780.00	$4,380.00	$4,380.00	$4,020.00	2	Primary internet communications for a few city sites. Also includes some TV and phone
Segra	$4,300.00	$4,300.00			2	Primary internet and telephone communications for the city.

*Number the priorities starting with 1 being the first priority, 2 the second priority and so on. There should only be one item per priority.

City of Wheeling
Department Budget Request
Fiscal Year 2025-2026

Department: Information Technology
Division: All
Fund: Various

					Description	Priority
Telephone UCaaS Subscriptions	$12,000.00	$12,000.00			Annualized subscription for new telephone services.	2
CityNet Telephone and Internet	$19,200.00	$18,480.00	$720.00		Primary telephone for Clator offices and Operations street lights. Also backup internet for a couple sites.	2
Backup Subscription	$20,928.00	$10,140.00	$6,888.00	$3,900.00	Needed for recovery in the event of a disaster or simply restoring files and folders a user may accidently delete.	2
MDM Subscription	$2,000.00	$1,900.00	$100.00		Annual subscription for mobile device management and protections.	2
Website maintenance	$3,500.00	$2,973.78	$305.94	$220.28	Annual maintenance for the website	2
Switch Subscription	$3,000.00	$2,673.91	$326.09		Annual maintenance	2
Wi-Fi subscription	$2,000.00	$1,699.30	$174.83	$125.87	Annual maintenance	2

*Number the priorities starting with 1 being the first priority, 2 the second priority and so on. There should only be one item per priority.

City of Wheeling
Capital Equipment Outlay Schedule
Fiscal Year 2025-2026

Department: Information Technology
Division: All
Fund: Various

Description	No. of Units	Unit Cost	Total Cost	Trade In Value	Net Cost	Priority*	Justification/Explanation
1	2	3	4	5	6	7	8
*Replace firewalls, upgrade endpoints, and implement MDR, firewall security review	1	$204,000.00	$204,000.00		$204,000.00	1	*All firewalls at eight sites, including two water sites, will reach an end-of-life early in 2025 and are required to be replaced. Most are setup in HA (high availability) mode. This will be allocated proportionately across all affected departments. These will be 5-year subscriptions and we wouldn't need to revisit this again until 2030. (water=$33,000, WPCD=$22,000, GF=149,000)
Servers	1	$10,000.00	$10,000.00		$5,000.00	1	The server in Vehicle Maintenance reaches its EOL in October 2025 and should be replaced or merged into the supported server at water distribution, which remains support. These can be logically separated.
Replace Windows 10 devices	60	$1,250.00	$75,000.00		$75,000.00	1	On October 25, 2025, Microsoft will no longer support Windows 10 or provide security updates making this operating system obsolete. Upgrading to Windows 11 or replacing the devices are options. There are currently about 130 devices with Windows 10 installed. It's estimated about 40-50% will not be able to be upgraded and will need replaced. (Water=$15,000, WPCD=10,000, GF=$50,000)
*Network wiring	1	$32,000.00	$32,000.00		$32,000.00	2	*Upgrade network wiring on the first floor to improve network segmentation, security, performance, and professionalism. Would be used for printers and phones mimicking what was done on 3rd floor. (GF=$32,000)
UCaaS Phone Migration	100	$180.00	$18,000.00		$18,000.00	3	Migration of personnel to a new UCaaS phone system. Eventually removing costly PRIs. I would suggest modifying the OCC agreement to exclude phones and/or including them in our upgrade processes. We've migrated several areas already. The City Building, Clator, WPCD, Water Filtration, and WPD remain.
*Firewall Security Review	8	$0.00	$0.00		$0.00	4	Included above. Rule base audit, firewall management & administration review, & configuration review. Identifies weakness in the configuration & assists to further streamline & strengthen the firewall.
Plan for a core financial system migration	1	$50,000.00	$50,000.00		$50,000.00	5	Begin planning for a upgraded migration to a cloud solution. This would be in addition to what is currently being paid today.

*Number the priorities starting with 1 being the first priority, 2 the second priority and so on. There should only be one item per priority.

City of Wheeling
Capital Equipment Outlay Schedule
Fiscal Year 2025-2026

Department: Information Technology
Division: All
Fund: Various

Passwordless Proximity Computer Unlock	300	$300.00	$90,000.00	$90,000.00	6	No one likes passwords and this will make logging on to a computer much easier. Advanced computer access control system brings secure convenience to users through wireless key fobs that automate the login process. Enable faster computer access based on presence. Save time with passwordless authentication allowing employees to log in to their computers without typing passwords. Amount shown is an estimate for a 5-year term.
Vulnerability Scanning	1	$4,000.00	$4,000.00	$4,000.00	7	Continuous vulnerability scanning is one of the critical steps in maintaining cybersecurity.
Total		**$301,730.00**	**$483,000.00**	**$0.00**	**$478,000.00**	* applied for grant funding to absorb these costs. Not guaranteed.

*Number the priorities starting with 1 being the first priority, 2 the second priority and so on. There should only be one item per priority.

Adjustments and Considerations

I ask that assigned parking be allocated near the city building to park my personal and city vehicles. I currently park both vehicles in the Norwood parking lot. It's questionable how safe they are there. Plus, I need to load things and it's difficult to manage the loading process. Where I am located now, I know there isn't an ideal spot.

I again request a larger working area in an area I have a say in. A place I can say is my area, the IT department. All other departments have their own rooms and/or areas. I am crammed into a corner and constantly rolling over cables and other equipment. My desk is piled with items I am occupying a space where I am working on. Right now, I am an outsider. This room is big, but I am certainly the odd-man-out. It was suggested last year that the IT department be relocated to the east offices of the old PD. That would be acceptable if we could discuss when and exactly where. I have my own thoughts and plans for overall growth and improvements. Furthermore, this area would help with providing an assigned parking location and solve loading issues. Alternatively, as mentioned last year, allocating the section above door 109 could work as the Information Technology department. I'd like to see this sectioned off for some privacy. One person would need to relocate, but there is a lot of space in the southern portion.

The city hasn't offered comp time. When with the state of Ohio, it also didn't pay a wage for hours worked over. However, they provided comp time to salaried employees for their time over 40 hours in the form of PTO, which would accumulate. I am recommending that this extra PTO be used in the event of an emergency situation or for short/long-term disability. I submit this idea as an inexpensive benefit for exempt personnel.

It takes ten years before personnel are vested in their retirement. For someone young, being vested likely isn't as important as someone older...and wiser. Although I plan on being with the city for ten years, the wiser part of me realizes that things happen. For example, my health could take a turn for the worse. I highly recommend considering a change to the vesting practice and suggest that those employees hired after age 50, who become age 55 or older, have three years of employment with the city, and retire from the city or resign due to health condition become fully vested; hence, providing a potential benefit serving the mature demographic being hired.

My previous employers with the State of Ohio and the bank both offered a blanket Long-Term Disability benefit to all its employees. I suggest investigating this a new benefit to attract and retain employees. Although rarely used, it could be a critical benefit to anyone who has a life-changing event, such as a critical illness or severe accident.

We pay a hefty fee to the county, and we get our waste baskets emptied. The county employs a maintenance team, but the city doesn't benefit. The floors have never been swept or cleaned, things we touch aren't sanitized, the restrooms are dirty and often lack needed items like paper towels or soap, and the walls have peeling paint. What are we really getting out of this deal? We talk about these things, but nothing gets done. An employee restroom not shared with the public would be nice. Can we

Adjustments and Considerations

negotiate our agreement with the county or form a cleaning committee with the county to address these issues?

Lastly, costs continue to increase. The past two years average rate of inflation was 3.5%. I don't think I am average. As shown in my budget, I produce results. Included in my budget is a more than reasonable increase that I hope you will agree with considering the work I have done and continue to do for the city.

Thank you for considering all feedback and suggestions.

Regards,

Michael A. Lloyd
Director, Information Technology

Phone Systems

Those who have a home phone are typically not those under 40 years of age. They all use cell phones, and what are cell phones based on? Internet communication! Hence, old analog communications are nearly dead. Digital telecommunications were introduced in the 80s and 90s but are now a thing of the past. Today, it's VoIP (Voice over the Internet Protocol) and UCaaS (Unified Communications as a Service). The city has been migrating its telephone communications to these services. During the past year several departments and areas, including Centre Market, the Intermodal and Market Street garages, Parks and Recreation, the entire fire department and its stations have all been migrated. Users can now use multiple channels (i.e., a smart phone app, a website, a desktop app, or a desk phone) to communicate and be found, when needed. Other departments are slated to follow, including the City Building, most Clator offices (sanitation, operations, vehicle maintenance, water distribution), water filtration, water pollution control, and the police department. We encourage our partnership with the County to follow our lead.

Relocations

Third floor personnel were required to relocate due to city/county building renovations, which required moving all their technological needs for seamless continuation of duties. The department was instrumental in the project management, including ensuring the right space was selected. New networking equipment and wiring were needed and provided along with ensuring telephone communications remained.

The Parks and Recreation department moved into their new offices requiring all new cabling, wireless access points, phones, and moving network equipment to a more efficient location. The department managed all necessary components of the project to ensure continued operations.

The fire department headquarters was unsafe. Therefore, they needed to relocate to a temporary location rather quickly. The IT department immediately identified what was needed and designed an expedited project to make sure the fire department's command staff could resume their regular duties at a new location with minimal impact. In fact, they are much better off in their temporary location than they were at their original location.

Security

The IT department worked with Centre Market and city management and developed an RFP to improve its security. By mid-year, all doors were secured within the north and south buildings and AI cameras installed providing analytics, footage, and peace-of-mind to management and tenants alike.

Areas of weakness were identified at the Intermodal garage and the department worked with city management and operations to add more cabling and camera surveillance to these areas of additional risk.

✗ Fire wall replacement

Upgrades

One constant in the city is replacing aging equipment and this past year wasn't any different. The IT department set up and installed over 75 new PCs and laptops. We replaced the wireless access points and network equipment at Centre Market. We connected all fire stations to the city's fiber network and improved their security in the process. We replaced networking equipment at these stations, too, while also running new cable and terminations thereby improving communications.

The City of Wheeling's Information Technology Department has demonstrated visionary efforts for continued security improvements for the city and its assets while also controlling costs. With a high acumen for negotiations, a deep knowledge of technology, and many years of experience, the department has also saved the city and its departments a considerable amount of funds over the years and continues to do so. However, the department itself cannot operate on fumes alone. To maintain its own operation, we've needed to allocate operational costs to the departments using services. This is not an unusual process, it's simply unknown if sustainable since the IT department has no control over other department spending. There are many yearly operational costs, several of which departments are unaware of (Email Security) and some that they take for granted (Microsoft 365). Many of these costs have been identified on the Program/Project sheet and identified with a priority of 2. It's preferred that these costs be shifted or removed from the departmental budgets to ensure these costs are not used for other purposes.

Like last year, I applied for the 2023 State and Local Cybersecurity Grant Program (SLCGP). This year's target funding is three times that of last year. Although everything is cyber-related, it's completely unknown if we will be fully or partially awarded funding. All of the items enhance our cyber posture and lower risk. However, that is not a guarantee. The firewalls are 100% necessary. This is our first line of defense and needs to be replaced no later than June 2025. They reach their end-of-life on March 31. No matter whether grant funding is provided or not, it's critical that appropriations are made available to pay for their replacements. These devices are no longer supported from April and beyond. This isn't a request; it's a critical need necessary for protecting our networks! Security subscriptions will stop. No more updates. No support. The importance of this cannot be overlooked. It's important to note that included with the new firewalls are five years of support and licensing subscriptions. We will not need to invest any further funds into these devices for that term. Furthermore, this project will standardize our infrastructure from five different types of firewalls, making management much more efficient and effective.

In addition to the firewalls, we will be enhancing our endpoint protection and linking it with the firewalls and a remote monitoring service providing 24/7 protection from suspicious or malicious activity. Again, this is another important need and, again, it is another 5-year term subscription we won't need to worry about until the 2030 budget.

Although I feel confident in significant funding from the grant, it is certainly not a guarantee. Therefore, we need to budget accordingly for these items. Whatever grant funding is received, we can reallocate and reimburse one funds are received.

Another significant project in the next year is replacing Windows 10 and Office 2019 or older. Microsoft will no longer be supporting the operating system or productivity suite beyond October 2025. There were over one hundred and thirty Windows 10 devices identified and about sixty versions of the soon-to-be unsupported Office suite. It's projected that about half of the PCs can be updated. Therefore, we need to plan to replace the other half, which is shown in the Capital Outlay. The Office suite is only purchased outright when a PC is shared amongst a group. Otherwise, it's a subscription and indicated as such in the Program/Project sheet.

Servers are an important device in a network and are necessary for users to do their jobs. One server in Vehicle Maintenance will reach its end of support in 2025 and will need replaced or merged in with another server, which is likely the more practical path forward.

It will never happen to us. How many times have we heard that and then saw a impactful and negative event. Don't be fooled. We need protection and insurance to get up and running quickly if a significant event were to occur. We are investigating DRaaS (Disaster Recovery as a Service) to assist. This is a cloud service that can step in and provide peace of mind knowing we are covered. Estimated annual costs are projected in the Program/Project schedule.

As stated earlier, the current overall IT budget is minimal. I've been approached many times about internships. Unfortunately, my current budget cannot support an intern. For example, let's say I have an intern working 25 hours a week at a rate of $10 per hour and they work three months during the spring and summer. That is $3,250 less that I wouldn't have to accomplish important tasks and funds that I may not actually have. I'd like to have a budget area for a couple of Intern's per year simply to give these young adults an opportunity and environment to learn from. With the current environment, one IT, interns will actually get in the way more than they help. Nonetheless, it's a small way to give back to the next generation of IT professionals.

I am not one to spend funds unnecessarily. I don't waste. I don't buy items just because I have extra funds. I obtain only what's needed. Hence, I need more of an operating budget than what has been provided. For example, there were important items from the previous year's budget that just had to be scrapped. Fortunately, grant funding saved some of those projects. We don't want to rely upon something not guaranteed.

For the past three reports and budgets, I've requested needed help by hiring a Information Technology Specialist. It's futile to keep repeating the same, obvious details. I was encouraged last year when there was an inference to the possibility. All I

can say is please reread those past three reports. The need is there as the workload only continues to increase. If it weren't for my many years of varying experience, there's no way any other individual could do the things I do by themselves. I will say that there are ratios for an organization of our size showing IT staff versus employees at 1:100 (some state 1:18 and others 1:70). This doesn't include management. This would present a need for at least three to four more IT personnel in addition to a director. We are working on one who does it all and I am only requesting one additional body. I've seen other areas increase their personnel. I also understand the management side and containing costs. However, it must be understood that there isn't any way to be effective or efficient when constantly struggling to keep afloat.

It's proven why an IT department is necessary versus outsourcing. Internal personnel care about the organization and want to see success. They are vested. MSPs manage so many other entities. They play favorites but never have the best interest of the organization in mind. They are all about their bottom line. Internal staff understand their environment and contribute so much more to the bottom line.

I'd like to see growth within the IT department so we can achieve more successes. It's hard to develop plans, create budgets and manage projects as a director when you are spending so much time being the "IT guy." Unfortunately, people see you that way, too. Then they tend to think you work for them instead of with them and part of the team.

Over the past year, again, the IT department has made many contributions and provided many achievements to the city. We've proven over the past four years why an IT department is crucial to the city's success. There is a commitment to ongoing improvement and adaptability. These successes and commitment to the city and personnel are a testament to the dedication of the IT department. The next year will certainly provide its own set of challenges. We'll achieve them together with the support of the city's management and team members.

Thank you for the continued support, and I look forward to improving technology needs of the city while reducing cyber risk.

Thank you!

Michael A. Lloyd
Director, Information Technology

Goals and Objectives

Improve security by:

- Replacing end-of-life equipment.

- Enhancing endpoint protections.

- Conducting third-party firewall reviews ensuring the current setup is well defined or identifying weaknesses that need corrected.

- Continuing to add layers of security wherever necessary.

- Conducting regular vulnerability scans on the city's networks proving the ability to identify risk and work towards remediation.

- Continue identifying and reconfiguring accounts working towards least privilege.

- Conducting employee security awareness training and testing.

- Implementing a mobile device management (MDM) solution to protect mobile devices from threats, prevent rogue application installation, ensure regular updates, etc.

- Manage the many technology projects for the fire department, including setting up all technologies for the new headquarters.

- Provide the police and fire departments with enough resources to support their state-of-the-art facilities.

- Investigating sign-on best practices to increase efficiency.

- Replacing or upgrading equipment that is no longer supported.

Improve the infrastructure by:

- Establishing VPNs and private, fiber ethernet links that allow for joining domains, additional domain controllers, remote site connectivity, better security, and greater access to resources.

- Improved data communications and telecommunications throughout the city.

- Improving wireless access at city offices.

- Enhancing the telephone systems throughout the city enhancing employee accessibility.

- Conducting due diligence on core systems.

- Increasing server storage permitting users to store important files and having those files backed up.

- Upgrading the network foundation at the city building and Clator locations.

- Improving network segmentation.

- Improving disaster recovery efforts.

Improve internal communication and support by:

- Hiring staff.

- Forming a technology collaboration committee consisting of members from a representative department leader.

- Develop a local government technology committee in cooperation with other organizations that can provide opportunities for its technology leaders.