City Council Announcements
May 1, 2007

A. Information Needed by Council Staff

1. The Administration forwarded to the Council Office the attached transmittal regarding the IMS Management Review. It is a joint response addressing the audit findings concerning the **transfer of the Airport Information Technology (IT) staff to the IMS division.**

   Three issues were identified during the audit process:
   1) **Network security**: Concern that since IMS does not monitor and regularly assess the security of the Airport section of the City network, security may not be consistent or adequate.
   2) **Centralizing IT services**: Organizations with centralized services can more effectively plan and coordinate service delivery, reduce system infrastructure costs by taking advantage of economies of scale, and reduce the potential of overlapping systems and duplicate technology.
   3) **Duplication**: Duplicate IT function might not be the most efficient use of Airport staff.

   The Administration indicates that these issues can be addressed through the following actions:
   - The Airport and IMS network staff conducted an internal security audit of all Airport network servers and systems. Security issues were identified and corrected, and IMS will continue to audit Airport systems on a quarterly basis.
   - IMS is installing a security monitoring system for the Airport network which will notify IMS and Airport administrators of attempts to breach the system.
   - The Airport agreed to give IMS complete control and access to their network that connects to the rest of the City. (The Airport will retain control of their internal special purpose network.)
   - There are some City systems that apply to both the Airport and to IMS, such as financial and payroll systems, facilities maintenance, vehicle maintenance, etc. IMS and the Airport will closely coordinate with the Steering Committee to ensure that systems are purchased or developed such that there is no overlap or duplication in the systems or the technology.
   - In response to the duplication of staff, the Administration indicates that Airport IT staff members administer and maintain over 40 specialized systems critical to Airport operations. These functions require a secure environment with restricted access, background qualifications and restrictive public information. Airport IT staff are trained and respond to all Airport-related IT work and are not assigned to citywide systems or networks. The Administration indicates that combining IMS and Airport IT staff would not result in any efficiencies.

   Would the Council like to request a Work Session briefing on this issue, or is this written announcement sufficient?

2. **Council Meeting Schedule** - The following are potential Council meeting dates if the Council desires to extend the test of fewer meetings. Also included are the neighborhood outreach meetings. The Council may wish to discuss these meeting dates and whether the test should be continued through December. **In particular, the Council may wish to discuss whether any changes are needed for the meeting near the July 4th holiday and meetings on election days.**

Thursday, May 3 - District 4 **Outreach Meeting**
Tuesday, May 8 - Council Work Session, Formal Council Meeting
Tuesday, May 15 - RDA, Council Work Session, Formal Council Meeting
Tuesday, May 22 - Council Work Session (primarily for budget)
Tuesday, May 29 - Council Work Session (optional or budget)

Tuesday, June 5 - Council Work Session, Formal Council Meeting
Tuesday, June 12 - RDA, Council Work Session, Formal Council Meeting
Tuesday, June 19 - Council Work Session, Formal Council Meeting (probably needed to adopt annual budget)

Tuesday, **July 3** - Council Work Session, Formal Council Meeting (other options for are July 5, July 12, July 17)
Tuesday, July 10 - RDA, Council Work Session, Formal Council Meeting

Thursday, August 9 - District 1 **Outreach Meeting** (formal meeting since August 7 is Night Out Against Crime)
Tuesday, August 14 - RDA, Council Work Session, Formal Council Meeting

Tuesday, September 4 - Council Work Session, Formal Council Meeting
Thursday, September 6 - District 5 **Outreach Meeting**
Tuesday, September 11 - RDA, Council Work Session, Formal Council Meeting (primary election)
  [because of election, options include rescheduling to September 13 or cancelling]
Tuesday, September 18 - council Work Session, Formal Council Meeting

Tuesday, October 2 - Council Work Session, Formal Council Meeting
Tuesday, October 9 - RDA, Council Work Session, Formal Council Meeting
Thursday, October 11 - District 3 **Outreach Meeting**
Tuesday, October 16 - Council Work Session, Formal Council Meeting

Tuesday, **November 6** - Council Work Session, Formal Council Meeting (election) [because of election, options include rescheduling to October 30, November 8, or cancelling]
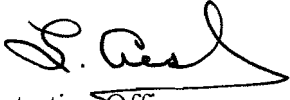Tuesday, November 13 - RDA, Council Work Session, Formal Council Meeting
Tuesday, November 20 - Council Work Session, Formal Council Meeting

Tuesday, December 4 - Council Work Session, Formal Council Meeting
Tuesday, December 11 - RDA, Council Work Session, Formal Council Meeting

COUNCIL TRANSMITTAL

TO: Lyn Creswell   Date: March 2007
Chief Administrative Officer

FROM: Ken Cowley, CIO
Russ Pack, Airport Executive Director

SUBJECT: Airport and IMS joint response to the Matrix Management Review findings regarding the transfer of the Airport IT staff to IMS.

STAFF CONTACT: Ken Cowley, 535-6108
Russ Pack, 575-2408

DOCUMENT TYPE: Update

BACKGROUND/DISCUSSION: In the IMS response to the Matrix Management Review (Audit) presented to the City Council on January 2, 2007 we stated that the Airport and IMS would submit a joint response to the Findings regarding the transfer of the Airport IT staff to IMS.

We appreciate the opportunity to update the Council on this issue. If you have any question, need additional information or would like a formal briefing please contact either Ken Cowley at (535-6108 – Ken.Cowley@slcgov.com) or Russ Pack (575-2408 or Russ.Pack@slcgov.com).

AIRPORT AND IMS RESPONSE TO THE COUNCIL MANAGEMENT REVIEW OF IMS

(February 26, 2007)

In the IMS response to the Matrix Management Review (Audit) presented to the City Council on January 2, 2007 we stated that the Airport and IMS would submit a joint response to the Findings regarding the transfer of the Airport IT staff to IMS.

The Audit made the following points:

1) **Network security** – There was legitimate concern expressed that since IMS does not monitor and regularly assess the security of the Airport section of the City network, security may not be consistent or adequate.

2) **Centralizing IT services** - Organizations with centralized services can more effectively plan and coordinate service delivery, reduce system infrastructure costs by taking advantage of economies of scale, and reduce the potential of overlapping systems and duplicate technology.

3) **Duplicate IT functions might not be the most efficient use of Airport staff.**

Although, we fully agree with the stated objectives and the legitimate concerns included in the Audit, the Airport and IMS believe the intended objectives of the Audit can be met by taking the following steps:

Objective – Ensure that the City has a secure network (Citynet).

IMS and the Airport network administrators conducted a security audit of all network connected servers and systems on the Airport section of the City network. All network and systems security issues were identified and corrected. Additionally, IMS is in the process of installing a security monitoring system for the Airport network section that will indicate (to Airport and IMS network administrators) early warning of any threats, such as an attempted hacker network penetration. IMS will continue to audit Airport network systems for security on a quarterly basis. **The Airport has agreed to give IMS complete control and access to their network that connects to the rest of the City (Citynet). The Airport will only retain control of their internal special purpose network.**

Objective – Ensure that there is effective Citywide planning and coordination of service delivery, control of infrastructure costs by taking advantage of economies of scale, and a reduction in the potential of overlapping systems and duplicate technology.

The Airport has very specific requirements for some of their systems. FAA regulations, flight tracking, baggage tracking, and passenger information system are examples of the unique nature of some of their applications. However, many systems in use in the City apply equally at the Airport, including financial and payroll systems, facilities maintenance, vehicle maintenance, and other functional areas. These systems would benefit from citywide implementations. Close coordination of Airport IT efforts with IMS and the new Information Systems Steering Committee will provide the oversight needed to ensure that systems purchased or developed accomplish the goals stated above and in the Audit recommendation. (Please refer to City Policy 4.01.04 attached).

Objective – Efficient use of Airport staff.

The Department of Airports maintains its own IT staff because of internal needs, efficiencies, and specialization. By brief background, the Airport's IT section includes nine employees: the Airport IT Manager, Software Engineer, four FTE Network Administrators, and three FTE telecommunications employees. While these employees perform some parallel functions with the City's IMS Division, they primarily perform services that are specific and unique to the Airport Department. The parallel functions include the Airport network interfacing with the City network which provides access to City systems, Internet, and e-mail coordination. With respect to Airport-specific services, the Airport's IT staff members administer and maintain over 40 Airport systems. Among these systems, critical to Airport operations, are the Electronic Visual Information Display System (EVIDS), the Computerized Access Security System (CASS), the Computer Aided Dispatch (CAD), the Ground Transportation Management System (GTMS), and the Parking Administration Revenue Control System (PARCS). Additionally, the Airport's IT staff members are responsible for numerous security directives which are mandated and occur on a frequent and recurring basis. All of these services must also be provided within a sensitive, secure environment with restricted access, background qualifications, and restrictive public information. Further, Airport IT employees are trained in all aspects of Airport-related IT work and are not separately assigned to systems or networks. Lastly, the Airport's telecommunications staff members provide dedicated support services not only for the Airport Department, but also for an Airport-wide tenant telephone and telecommunications system. It is neither practical nor efficient to attempt to combine the staffs and the functions any further than we have recommended.

We agree with the Audit that security, centralized planning, and efficient use of staff were issues that needed to be addressed. We believe that security has been adequately addressed with the Airport giving IMS control and assess to the network that connects to the rest of the city (Citynet), with Airport only retaining control of the Airport internal special purpose network. We agree with the Auditor's Findings that IMS does a very good job managing technical staff and their recommendation that the IT staff of several departments should be transferred to IMS. IMS plans to submit issue papers during this year's budget process to accommodate the other transfers recommended in the Audit. Most of these transfers have already been physically completed, and IMS will be requesting that the staffing document and the appropriate budgets be updated to reflect the changes during the current budget process. However, for the reasons stated above we do not believe it would be organizationally or financially feasible or beneficial to combine IMS and Airport IT. If the changes we have described do not adequately solve the concerns raised in the Audit, we will make additional recommendations and changes during the FY 2008-2009 budget cycle.