

Introduction

In March 2024, the City of Mesquite (City) retained BerryDunn to facilitate an IT Strategic Planning Project to help develop a vision for the effective use of technology to support and advance the work of the City. This project resulted in the development of the IT Strategic Plan (Plan). The Plan summarizes the City's current technology challenges and opportunities for improvement, includes prioritized initiatives to address current challenges and opportunities, and budget and labor estimates associated with implementing the Plan.

Planning Phases



Phase 1

Project Planning
March 2024 – October 2024



Phase 2

Fact-Finding
November 2024 – March 2025



Phase 3

Data Analysis
March 2025 – May 2025



Phase 4

Strategy Formation
June 2025 – August 2025

Plan Format

1. Introduction. This section describes the background of the project leading up to the Plan, the format of the Plan, and the work performed in its development.

2. Strategic Planning Framework. This section includes the City's Prioritized List of IT Issues and Opportunities, the prioritized strategic IT projects and initiatives, the weighting of each prioritized project and initiative, and the format of the project and initiative summaries used in Section 3.0.

3. Strategic IT Projects and Initiatives. This section includes the detailed descriptions of each IT project and initiative. Key details include the budget and hours, action items, and anticipated benefits of each project and initiative.

4. Plan Implementation. This section contains the budget and timeline for the Weighted Prioritized Plan initiatives, identifies funding considerations for the Plan, and describes the approach to ongoing governance of the Plan.

Appendix A. This appendix contains the Prioritized List of IT Issues and Opportunities confirmed as a result of the IT Issues and Opportunities Prioritization Work Session.

Appendix B. This appendix contains the Prioritized List of Strategic IT Projects and Initiatives confirmed as a result of the IT Projects and Initiatives Prioritization Work Session.

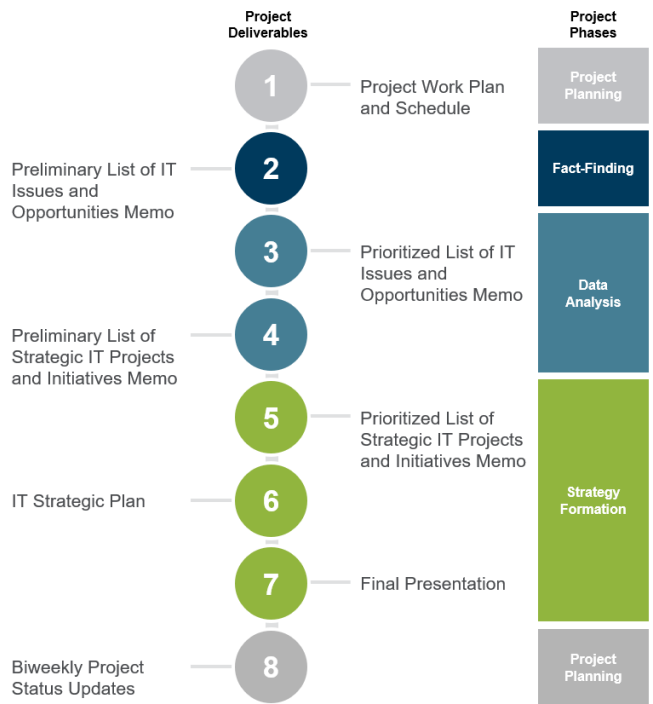
The Planning Process

BerryDunn partnered with the City via a structured, four-phase IT Strategic Planning project. Phase 1 focused on clarifying project goals, objectives, and schedules while identifying stakeholders and establishing quality management protocols. In Phase 2, BerryDunn assessed the City’s current technology environment, gathered staff feedback through a strengths, weaknesses, opportunities, and threats (SWOT) survey, facilitated a project kickoff presentation, and conducted 25 fact-finding meetings with City departments. This phase concluded with a memorandum outlining key IT issues and opportunities.

Phase 3 involved collaboration with the City’s Project Management Team (PMT) to review and prioritize identified technology issues and opportunities for improvement. Workshops were held to determine critical needs, resulting in a prioritized list of IT issues and opportunities. BerryDunn and City stakeholders contributed to the creation of a preliminary list of strategic IT projects delivered in March 2025.

During Phase 4, BerryDunn led the prioritization of strategic IT projects and initiatives during a collaborative workshop. BerryDunn presented a five-year budget and timeline matrix to the City PMT. After incorporating City feedback, the draft IT Strategic Plan was presented in June 2025. The final plan will be presented to City stakeholders in August 2025.

This phased approach is designed to help ensure the City has a clear, actionable roadmap to address technology needs and guide future investments.














IT Issues and Opportunities for Improvement

During Phase 2, BerryDunn gathered information by conducting a web survey, reviewing City documents, and interviewing stakeholders to understand current technology usage and identify strengths, weaknesses, and areas for improvement.








Based on these findings, BerryDunn created a Preliminary List of IT Issues and Opportunities, delivered in January 2025. This list was discussed and prioritized in a collaborative work session with City stakeholders, where issues were assigned priorities Critical (3), High (2), or Medium (1) to guide resolution over the next five years.








- Critical** • Should be addressed during Year 1 of the Plan
- High** • Should be addressed during Years 2 and 3 of the Plan
- Medium** • Should be addressed during Years 4 and 5 of the Plan








Prioritized List of IT Issues and Opportunities - Summary		
No.	Issues and Opportunities Description	Score
T5	Staff reported wireless connectivity challenges (Wi-Fi and cellular) in various City buildings and rural locations across the City.	 26 Critical
T6	The opportunity exists to enhance the City's cybersecurity posture through the implementation of multifactor authentication (MFA) software for all City employees.	 24 Critical
T8	The City's HVAC in the primary server room does not provide sufficient capacity to meet the needs of the installed equipment.	 24 Critical
M13	Staff reported that business continuity (BC) and disaster recovery (DR) procedures are not formalized or widely shared.	 23 Critical








Prioritized List of IT Issues and Opportunities - Summary		
No.	Issues and Opportunities Description	Score
A24	City departments are utilizing multiple payment platforms to accept payments.	 22 Critical
M3	Some staff are not satisfied with IT service delivery.	 22 Critical
A5	Several key systems within the Fire Department have approached end of life and are no longer supported by the vendor.	 22 Critical
M5	The City lacks a formal information security program.	 21 Critical
M1	Staff reported that training collateral and resources are not consistently available.	 21 Critical
M8	The opportunity exists to enhance the City's existing procurement policies and procedures to better control the procurement of technology.	 21 Critical
T7	The City's existing server rooms do not utilize inert gas fire suppression systems.	 21 Critical







Prioritized List of IT Issues and Opportunities - Summary

No.	Issues and Opportunities Description	Score
M11	The City lacks software asset management (SAM) policies and procedures.	 19 Critical
A1	Staff report challenges relating to tracking, retrieval, organization, and disposal of documents throughout the organization. Many documents are paper-based, stored in various locations, and require manual retrieval in many cases.	 19 Critical
A4	Staff from multiple departments report a lack of integration between key systems, resulting in information silos, duplicate data entry processes, and difficulties with data-driven decision-making.	 19 Critical
M2	The City does not have standard data management and data retention practices.	 19 Critical
A20	The City currently utilizes multiple intranet sites for public safety and non-public safety employees.	 19 Critical
A23	The City will be required to migrate Tyler Technologies systems a cloud-hosted environment.	 19 Critical
T1	The opportunity exists to enhance operational efficiency, realize budget savings, and reduce data storage requirements by consolidating multiple body-worn and vehicle camera systems into a single solution.	 19 Critical

Prioritized List of IT Issues and Opportunities - Summary		
No.	Issues and Opportunities Description	Score
T3	Fire Department automatic vehicle location (AVL) systems frequently experience connectivity issues impacting dispatch abilities.	 19 Critical
A9	The Solid Waste Division reported challenges in effectively managing invoice and payment records using existing software applications.	 18 High
A2	Staff reported an inability to search City ordinances and resolutions, resulting in increased staff research time.	 18 High
A6	The Risk Management Division reports a need for better tools to manage and track insurance information, claims, and support risk analysis.	 18 High
M14	The City does not have established service level agreements (SLA) relating to IT support of departments.	 18 High
A7	Library staff report that technology services available to patrons are behind those of similar public libraries.	 18 High
T2	City departments face challenges with file-sharing capabilities.	 18 High

Prioritized List of IT Issues and Opportunities - Summary		
No.	Issues and Opportunities Description	Score
A22	Housing and Community Services core applications and technology are outdated and require work-arounds to accomplish business functions. Staff also reported challenges with accessing appropriate support for the system.	 17 High
M9	The absence of formal change control policies and procedures may increase the risk of technology service disruptions to the City.	 17 High
A15	Staff reported a need for an enterprise asset management (EAM) solution.	 17 High
A16	Staff reported the use of expanded geographic information systems (GIS) capabilities and technologies would enhance operational decision-making.	 17 High
A21	Staff from multiple departments identified performance and reliability issues associated with the EnerGov application.	 17 High
M7	The opportunity exists to enhance the IT Department's existing project and portfolio management practices.	 17 High
A11	Staff from multiple departments report issues related to the NitroPDF software, saying that it does not meet their needs and negatively impacts their productivity.	 17 High

Prioritized List of IT Issues and Opportunities - Summary		
No.	Issues and Opportunities Description	Score
A19	Staff reported that existing workflow, reporting, and change management capabilities are insufficient to meet department needs.	 17 High
M6	The City may benefit from expanded IT governance processes.	 16 Medium
A10	Staff from multiple departments reported challenges associated with receiving notifications from NEOGOV for required HR activities.	 16 Medium
A13	The Parks and Recreation Department lacks key customer services technology.	 16 Medium
A14	The Parks and Recreation Department is utilizing paper or manual processes to support key business functions.	 16 Medium
M10	The absence of formal configuration management policies and procedures may increase risks associated with change control practices and technology service delivery.	 16 Medium
A12	Staff reported challenges associated with project management capabilities.	 16 Medium

Prioritized List of IT Issues and Opportunities - Summary		
No.	Issues and Opportunities Description	Score
A17	Staff from multiple departments reported the need for improved scheduling software.	 16 Medium
T4	The Mesquite Airport's existing security gate infrastructure is antiquated and in need of replacement.	 16 Medium
A18	The airport is utilizing paper or manual processes to support key business functions.	 15 Medium
A8	Staff reported challenges in the effective management of recycling and illegal container permits through paper processes.	 15 Medium
M4	The City would benefit from the adoption of a life cycle management process for tablets and mobile devices.	 13 Medium
M12	The City may benefit from additional IT policies, procedures, and guidelines.	 13 Medium








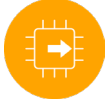




Strategic IT Projects and Initiatives Prioritization Development

Prioritizing Projects and Initiatives
















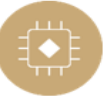








BerryDunn facilitated a work session to collaboratively review the Preliminary List of Strategic IT Projects and Initiatives. City stakeholders participated in the work session, during which each project or initiative was discussed, concluding with a prioritization voting exercise. City departments were allowed one vote in the prioritization process. Higher votes represented the most critical, followed by high and medium priority projects and initiatives

Following the Strategic IT Projects and Initiatives Work Session, in which each of the preliminary projects and initiatives were discussed, revised or confirmed, and ranked, BerryDunn used the four weighted prioritization categories below to develop the weighted prioritized list for presented in Section 4 of the IT Strategic Plan. BerryDunn used these weighted categories as a guideline in creating the portfolio of projects to initiate in each plan year, in addition to City PMT input and sequencing of prerequisite projects.

Weighted Prioritization Categories

Weighted Prioritization Categories			
City's Project and Initiative Rank	Relative Benefit	Ease of Implementation	Maturity of Technology
Critical 	High 	Easy 	Established 
High 	Medium 	Medium 	Leading Edge 
Medium 	Low 	Difficult 	Bleeding Edge 

























Strategic IT Projects and Initiatives

ID	Prioritized List of Strategic IT Projects and Initiatives – Summary			
U	Develop and execute an implementation roadmap for multifactor authentication (MFA) to protect City infrastructure, applications, and data.			
	City Priority  Critical	Relative Benefit  High	Ease of Implementation  Difficult	Maturity of Technology  Established
W	Conduct an assessment of Wi-Fi and cellular connection in City facilities and develop a roadmap to procure and implement improvements.			
	City Priority  Critical	Relative Benefit  High	Ease of Implementation  Medium	Maturity of Technology  Established
G	Develop formal business continuity (BC) and disaster recovery (DR) plans for the City.			
	City Priority  Critical	Relative Benefit  High	Ease of Implementation  Difficult	Maturity of Technology  Established
B	Develop an organizational technology training program.			
	City Priority  Critical	Relative Benefit  High	Ease of Implementation  Medium	Maturity of Technology  Established
A	Establish infrastructure standards.			
	City Priority  Critical	Relative Benefit  Medium	Ease of Implementation  Easy	Maturity of Technology  Established
J	Resolve ongoing service issues across City departments.			
	City Priority  Critical	Relative Benefit  High	Ease of Implementation  Medium	Maturity of Technology  Established





















Strategic IT Projects and Initiatives

ID	Prioritized List of Strategic IT Projects and Initiatives – Summary			
H	Establish a formal information security program.			
	City Priority Critical	Relative Benefit High	Ease of Implementation Difficult	Maturity of Technology Established
V	Improve HVAC capacity in the server room.			
	City Priority Critical	Relative Benefit High	Ease of Implementation Difficult	Maturity of Technology Established
D	Mature the IT Governance Committee (ITGC) to enhance the City's organizational alignment, long-term technology planning, policy adherence, transparency, and project portfolio.			
	City Priority Critical	Relative Benefit High	Ease of Implementation Medium	Maturity of Technology Established
Q	Assess current project management application needs across City departments and identify requirements to acquire the necessary systems and technology to support a citywide solution.			
	City Priority High	Relative Benefit Medium	Ease of Implementation Easy	Maturity of Technology Established
C	Implement a data governance framework.			
	City Priority High	Relative Benefit High	Ease of Implementation Difficult	Maturity of Technology Established
E	Develop standard IT policies, procedures, and guidelines.			
	City Priority High	Relative Benefit High	Ease of Implementation Medium	Maturity of Technology Established









Strategic IT Projects and Initiatives

ID	Prioritized List of Strategic IT Projects and Initiatives – Summary			
X	Prioritize Mesquite resident experiences at the Mesquite Public Library.			
	City Priority  High	Relative Benefit  Medium	Ease of Implementation  Easy	Maturity of Technology  Established
Y	Assess current payment systems for potential consolidation.			
	City Priority  High	Relative Benefit  Medium	Ease of Implementation  Difficult	Maturity of Technology  Established
O	Examine potential upgrades and/or expansion of functionality and capabilities of CivicPlus and the current City intranet.			
	City Priority  High	Relative Benefit  Medium	Ease of Implementation  Easy	Maturity of Technology  Established
I	Conduct an objective requirements-based process to procure risk management software and technology to support the Risk Management Division’s core business functions.			
	City Priority  High	Relative Benefit  High	Ease of Implementation  Difficult	Maturity of Technology  Established
K	Audit the City’s business application portfolio.			
	City Priority  High	Relative Benefit  High	Ease of Implementation  Medium	Maturity of Technology  Established
M	Procure the necessary hardware and software to support the Parks and Recreation Department’s customer services functions.			
	City Priority  High	Relative Benefit  Medium	Ease of Implementation  Easy	Maturity of Technology  Established

Strategic IT Projects and Initiatives

ID	Prioritized List of Strategic IT Projects and Initiatives – Summary			
L	Conduct an objective requirements-based process to procure modern systems and technology to support the Housing and Community Services Department’s core business functions.			
	City Priority  Medium	Relative Benefit  High	Ease of Implementation  Difficult	Maturity of Technology  Established
T	Conduct an objective, requirements-based selection process to identify, select, and acquire a security gate solution for the airport.			
	City Priority  Medium	Relative Benefit  High	Ease of Implementation  Medium	Maturity of Technology  Established
F	Develop consistent project management practices for IT projects.			
	City Priority  Medium	Relative Benefit  High	Ease of Implementation  Medium	Maturity of Technology  Established
P	Conduct a full assessment of employee scheduling systems across the City and develop a roadmap to consolidate or optimize scheduling systems.			
	City Priority  Medium	Relative Benefit  High	Ease of Implementation  Difficult	Maturity of Technology  Established
R	Conduct an application performance assessment of the EnerGov System to assess reported performance issues.			
	City Priority  Medium	Relative Benefit  High	Ease of Implementation  Medium	Maturity of Technology  Established

Strategic IT Projects and Initiatives

ID	Prioritized List of Strategic IT Projects and Initiatives – Summary			
S	Develop an application migration strategy for Tyler Technologies systems to be cloud-based, and upgrade all Tyler Systems.			
	City Priority  Medium	Relative Benefit  High	Ease of Implementation  Difficult	Maturity of Technology  Established
N	Conduct an objective requirements-based process to select and implement an asset management system.			
	City Priority  Medium	Relative Benefit  High	Ease of Implementation  Difficult	Maturity of Technology  Established

Plan Implementation

- The Plan timeline presents the projects and initiatives described in Section 3 over the five-year planning horizon. The color coding is weighted based on the level of internal labor effort that is estimated to execute each initiative with darker colors indicating a higher amount of anticipated internal labor effort.
- BerryDunn used 20% of available IT staff capacity (4,920 total hours) when establishing the implementation timeline. Additionally, leadership and administrative oversight staff capacity commitment was calculated at 15% (984 total hours). Accounting for holiday, sick, and vacation time, BerryDunn used 1,640 as the total productivity hours for each employee to perform the capacity calculation.

IT Staffing	Staff Count	Total Available Labor Hours	Available Capacity for Plan Implementation
Leadership and Administrative	4	6,560	984
Technical	15	24,600	4,920
Total	19	31,160	5,904

Fiscal Year	Total Cost Estimate	Total Hours Estimate
FY 2027	\$205,000	5,130
FY 2028	\$469,000	3,480
FY 2029	\$694,000	5,445
FY 2030	\$909,000	5,100
FY 2031	\$752,000	3,145
Total	\$3,029,000	22,300

Plan Timeline																					
		FY2027				FY2028				FY2029				FY2030				FY2031			
ID		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
U	MFA	Primary/High																			
W	Assess Wi-Fi and Cellular	Medium	Primary/High		Maintenance/Low																
B	Technology Training Program	Primary/High				Maintenance/Low				Maintenance/Low				Maintenance/Low				Maintenance/Low			
J	Resolve Service Issues	Primary/High				Maintenance/Low				Maintenance/Low				Maintenance/Low				Maintenance/Low			
V	Server Room HVAC	Primary/High		Maintenance/Low																	
D	ITGC	Primary/High				Maintenance/Low				Maintenance/Low				Maintenance/Low				Maintenance/Low			
E	Standard Policies	Primary/High				Maintenance/Low				Maintenance/Low				Maintenance/Low				Maintenance/Low			
K	Assess Application Portfolio	Medium		Primary/High		Maintenance/Low				Maintenance/Low				Maintenance/Low				Maintenance/Low			
T	Airport Gate	Medium																			
F	IT Project Governance	Primary/High		Medium		Maintenance/Low				Maintenance/Low				Maintenance/Low				Maintenance/Low			
G	BC/DR Planning					Primary/High				Medium				Medium				Medium			
A	Infrastructure Standards					Primary/High		Medium		Maintenance/Low											
H	Information Security Program					Primary/High				Medium				Maintenance/Low				Maintenance/Low			
X	Public Library Technology					Maintenance/Low				Maintenance/Low				Maintenance/Low				Maintenance/Low			
R	EnerGov					Medium				Medium											
S	Tyler Cloud Migration					Primary/High		Medium													
Q	Project Management Software					Maintenance/Low		Primary/High		Medium		Maintenance/Low									
C	Data Governance					Primary/High				Medium				Medium							
Y	Payment Systems					Medium				Primary/High				Maintenance/Low							
O	Intranet					Medium				Maintenance/Low				Maintenance/Low							
I	RMIS					Primary/High				Medium				Medium							
M	Parks and Recreation Technology									Primary/High				Medium							
L	Housing and Community Services Technology									Primary/High				Medium							
P	Scheduling Systems													Primary/High				Medium			
N	EAM																	Primary/High			

Primary/High Staff Resource Intensity
 Medium Staff Resource Intensity
 Maintenance/Low Staff Resource Intensity