



Executive Briefing Memo

Date: February 21, 2008

Department/Project: Information Technology

Department Overview:

Information Technology is an internal service agency whose primary goal is to deliver technology services to city agencies in order to help them achieve their business goals.

The department's primary objectives are:

- Utilize Business Technology Planning (BTP) process to achieve agency objectives
- Develop a holistic understanding of business, technical, and risk/cost requirements for each customer
- Identify opportunities to reduce overall Run-the-Engine (RTE) costs
- Enhance delivery of future initiatives by leveraging Service Oriented Architecture (SOA) best practices
- Reduce overall system risk through improvements in efficiency and effectiveness
- Leverage existing technology investments to deliver the next generation of IT solutions

Information Technology is organized into five different divisions with two major focuses. The Application Solutions and End User Services operations are the customer facing divisions. Their primary focus is on providing services to agencies with an emphasis on customer relations. The service based divisions include: Technology Infrastructure, Project Management, and Administrative Services. Additional details regarding services offerings are available in the February 21, 2008 presentation.

Information Technology provides customers with three different methods to request services, depending on the type of request. DIT has standards that govern policies and procedures for each type of service request. The three types of service requests are:

1. **Information Service Requests (ISRs):** Agencies can request projects, programming, new systems, project management, and infrastructure projects with an Information Service Request (ISR). ISRs are currently submitted on a paper form that is generated from a Microsoft Word template that is available on Starnet.

2. **Problem Logs:** System problems, bugs, hardware problems, and other service impacting issues are requested through a help desk ticket, referred to as a problem log or incident.
3. **Work Orders:** Informational requests, research or small jobs that do not require programming are requested through a help desk work order.

ISR requests are submitted to the Project Leader assigned as a customer service representative for each agency. Problem Logs and Work Orders are submitted through the DIT Help Desk. Accountability and traceability for service requests are provided by the agency's Help Desk and Project Time Accounting information systems. Dates, times, actions, and labor for requests are tracked through a combination of the two systems.

Current Operations: The Department of Information Technology is staffed by 92 positions, including:

- CIO/Director - 1
- IT Manager - 5
- Systems Developer Lead - 8
- Systems Developer Lead - 11
- Engineer Lead - 3
- Security Analyst - 1
- Operations Shift Lead - 2
- Desktop Support Technician Lead - 1
- PC Trainer - 1
- Administration Support Representative - 4
- Project Manager - 4
- Systems Developer - 23
- Database Administrator - 3
- Enterprise Systems Engineer - 5
- Network Engineer - 3
- Security Engineer - 1
- Server Engineer - 5
- Telecommunications System Technicians - 2
- Computer Operator - 5
- Desktop Support Technician - 3
- Operations Technical Support Representative - 1
- Interns - 8

Managers Responsible for Data Reported:

- Kirk Baumbach
- Davis Martin
- Dana Turner
- Laura Wicker
- Rick Wood

Issues for Discussion:

Presentation by Information Technology

This is the initial presentation to the RichmondWorks panel by DIT. Department staff will present an overview of DIT, including organizational structure, descriptions of services provided, challenges to the department, performance measures and critical issues. DIT will also discuss issues regarding management of vacant positions and management of Information Services Requests (ISR's)

Measures and Data Reported

RichmondWorks staff recommends that the International City/County Manager Association (ICMA) measures for information technology be tracked by DIT and reported through RichmondWorks as appropriate. Collecting and reporting data on these measures, particularly the "core" measures, will augment the RichmondWorks effort by allowing benchmarking of information technology performance against a number of localities across the country.

The 20 measures proposed by DIT (see appendix section of DIT presentation) are sufficient for the purposes of managing the department and reporting to RichmondWorks. Certain measures need to be clarified, and as in all cases, the current measures and targets can be expected to evolve over time. RichmondWorks will continue discussions with DIT on the refinement of measures, with an emphasis upon qualitative measures. Brief descriptions and comments on selected measures proposed by DIT appear below:

- Percent of system uptime (needs to be disaggregated to track by *type* of system)
- Number of service outages greater than 4 hours (disaggregate by *type* of service, convert to *percent* of outages)
- Number of service outages greater than 24 hours (disaggregate by *type* of service, convert to *percent* of outages, which will then be identical with an ICMA core measure)
- Number of open ISR requests versus ISRs closed and requested (this is a basic descriptive measure, but there are customer services aspects discussed elsewhere in this memo)
- Percentage of first-call resolution at DIT Help Desk (This measure is consistent with measures anticipated with our call centers and will facilitate comparison of the various operations)
- Average age of core business applications, average age of open system servers, average age of Windows servers, average age of core network equipment (these measures impact the financial resources needed by the department as well as the usefulness of systems to customers)

Vacancy Management

The chart below depicts the number of vacancies and their status for each pay period in FY 2008 YTD.

Department of Information Technology Vacancy & Recruitment Activity FY 08 By Pay Period



In an attempt to keep pace with workload demands, DIT has decided to expend funds budgeted for certain vacant positions to hire contract employees. Funding for most of the vacant positions labeled “no action” in the chart above has been applied to contract employees (see slide 16 of DIT presentation.) In part, this is necessitated by the inability of the City salary structure to compete with salaries offered by the private sector. However, by paying private sector “premiums” for these information technology professionals, DIT is now in the position of significantly exceeding their budget unless corrective action is taken. Also, by hiring contract employees at the higher salaries, DIT is purchasing fewer hours of work compared to filling a conventional City position. As a consequence, the issue of keeping pace with workload demand is only partially addressed by DIT’s strategy, at a cost in excess of budget.

In addition, the City’s hiring process is often longer than that of the private sector, which DIT management perceives as an additional impediment to filling positions.

DIT management and Human Resources management have had preliminary discussions on these staffing issues. Additional details on the issue as well as potential solutions will be discussed in the February 21 meeting.

Open ISR Requests

Approximately 450 ISR requests are currently open, versus about 250 in January 2006 (see slide 13 of DIT presentation.) Over the same period of time, the number of authorized FTE's for DIT increased from 85 to 92. However, DIT management states that the number of open requests far exceeds their ability to complete the work and meet customer expectations.

DIT reports that in the past ISR requests have been accepted with little or no screening. Screening measures now in place may reject ISR requests on the basis of funds not being budgeted, being an unrealistic request, or insufficient DIT resources.

DIT proposes to match workload to existing capacity by closing or canceling open ISRs that can not meet the following criteria. Future ISRs will be evaluated on these criteria as well:

1. Alignment with strategic priorities
2. Linkage with the agency business technology roadmap
3. Availability of resources

Alignment of DIT projects with the City's strategic priorities and analysis of available resources are both positive steps. However, the criteria for cancelling ISRs need to be clearly defined to the RichmondWorks panel and the organization as a whole – what, precisely, are the definitions of “available resources” and “linkage” to the business technology roadmap? Also, additional information will be needed to assess the potential impact of purging ISRs.

Questions:

1. *What is the average age of open ISRs?*
2. *What is the distribution of open ISRs by department?*
3. *Which departments have the most ISRs deemed as not meeting the criteria above?*
4. *How will the impact upon departments of closing ISRs be assessed? What are the service delivery implications?*
5. *How will the remaining ISRs be prioritized?*

Questions and Follow-up Issues

