## MISSION AND SERVICES

**Mission -** The Office of Information Technology (OIT) provides leadership, expertise and resources in the development and deployment of innovative technologies to support the business goals of the County and improve government efficiency and citizen access to government information and services.

**Core Services -**
- Technology solutions
- Support services

**Strategic Focus in FY 2014 -**
The agency's top priorities in FY 2014 are:
- Increase the percentage of completed projects on schedule by building a project portfolio that uses a standard project management approach
- Increase the percentage of OIT Service Desk customers that rated the office's customer service desk performance as greater than 8 on a scale of 1 to 10 by providing 24/7 technical assistance
- Transform the office's data management capabilities and increase data for reporting and decision making through expanded data warehouse capabilities and usage, as well as the integration of data across systems

## FY 2014 BUDGET SUMMARY

The FY 2014 approved budget for OIT is $34,007,200, an increase of $413,400 or 1.2% over the FY 2013 approved budget.
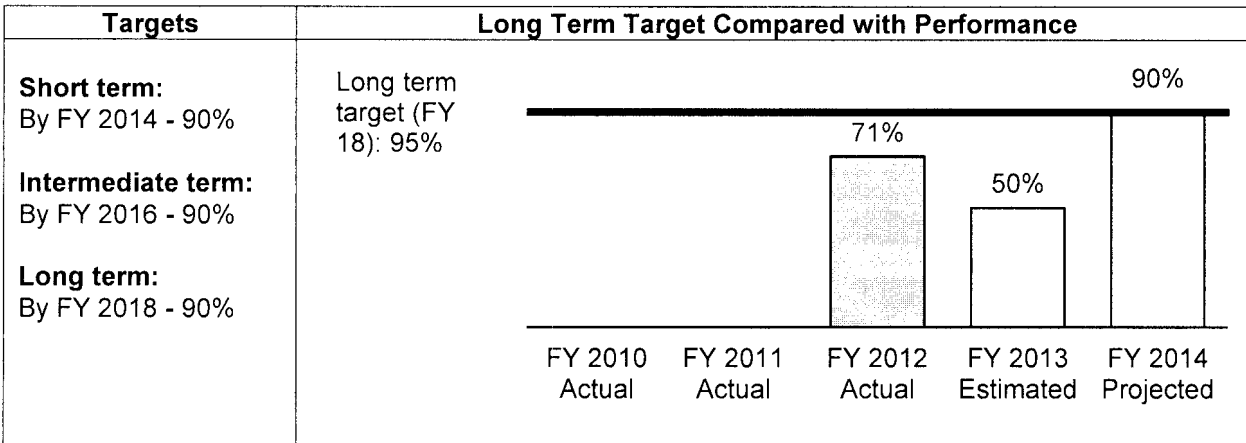
**Budgetary Changes -**

| FY 2013 APPROVED BUDGET | $33,593,800 |
|---|---|
| Increase in operating equipment for migration of County Data Center | $3,241,000 |
| Support one-time cost for Digital Signage Project | $2,000,000 |
| Transfer out of County institutional network (I-Net) funding to support Community College and Memorial Library System | $1,500,000 |
| Increase in operating equipment including unlimited power supply upgrades, Quality Assurance Lab equipment, server consolidation for County's private cloud, and fiber construction within County facilities | $880,000 |
| Support innovative technology environment for the County through various operational activities including obtaining legal counsel for cable franchise negotiations | $661,700 |
| Reduction in Fleet charges | ($1,800) |
| Modify the service desk contract to include increased participation of local busineses | ($246,500) |
| Modify the core applications contract to include increased participation of local businesses | ($621,000) |
| Eliminate the one-time County PC and laptop refresh from prior fiscal year | ($7,000,000) |
| **FY 2014 APPROVED BUDGET** | **$34,007,200** |

## SERVICE DELIVERY PLAN AND PERFORMANCE

**GOAL 1** - To deliver an innovative technology environment that enables OIT to efficiently deliver services and information to the County government and the public.

**Objective 1.1** - Increase the percentage of completed projects on schedule.

| Targets | Long Term Target Compared with Performance |
|---|---|
| **Short term:**<br>By FY 2014 - 90%<br><br>**Intermediate term:**<br>By FY 2016 - 90%<br><br>**Long term:**<br>By FY 2018 - 90% | Long term target (FY 18): 95%<br><br> |

**Trend and Analysis** - This objective was new in FY 2013 and is reporting data for the first time in FY 2014. In order to track the office's wide range of technology projects, a new performance array was created to ensure the timeliness of each project's delivery schedule and the quality of the office's workflow.  The office would like to caution that it continues to refine its approach to project review and tracking. Therefore baseline numbers will in all likelihood change as the office's tracking mechanism becomes more accurate. OIT advised that it is currently using two programs to track projects: PIEMatrix and Excel. OIT further advised that it expects to track all projects via PIEMatrix by the end of FY 2013. (Historical data is, in some cases, not available.)
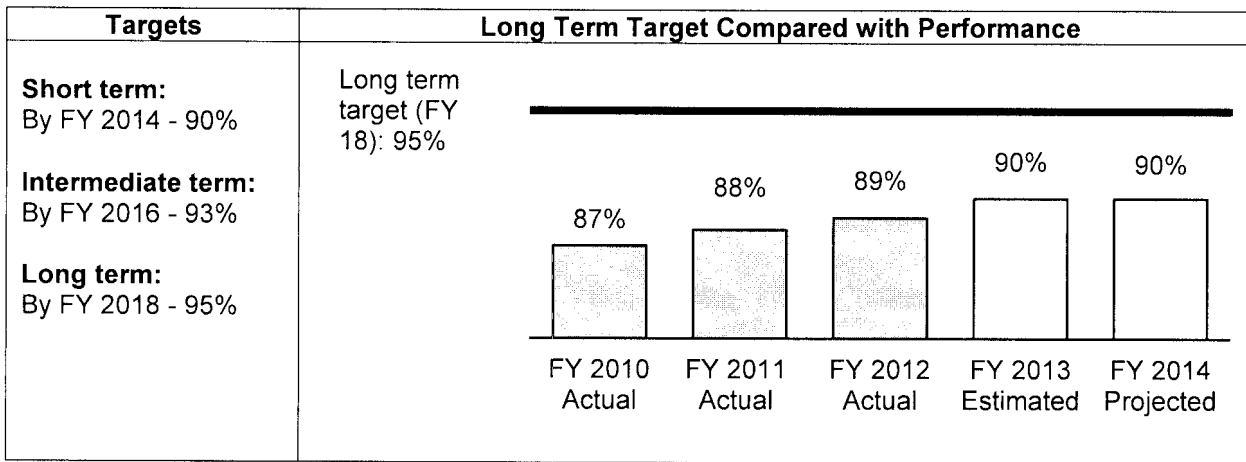
**Performance Measures -**

| Measure Name | FY 2010 Actual | FY 2011 Actual | FY 2012 Actual | FY 2013 Estimated | FY 2014 Projected |
|---|---|---|---|---|---|
| *Resources (input)* | | | | | |
| Number of staff responsible for project management | | | 15 | 15 | 15 |
| *Workload, Demand and Production (output)* | | | | | |
| Number of total projects | | | 160 | 150 | 150 |
| Number of active projects (not pending or on hold) | | | 103 | 50 | 50 |
| *Efficiency* | | | | | |
| Percentage of projects that are active | | | 64% | 67% | 33% |
| Number of projects completed | | | 42 | 90 | 90 |
| *Quality* | | | | | |
| Number of reprioritizations of project priority schedule (To be developed) | | | | | |
| Number of projects completed on schedule | | | 30 | 60 | 81 |
| Number of active projects progressing on schedule | | | 68 | 33 | 45 |
| *Impact (outcome)* | | | | | |
| Percentage of completed projects on schedule | | | 71% | 50% | 90% |
| Percentage of active projects progressing on schedule | | | 66% | 66% | 90% |

**Strategies to Accomplish the Objective -**
- **Strategy 1.1.1** - Build a project portfolio to include information such as schedule, budget, resources and milestones for all projects which can be used as measures to track project progress and establish a standard project management approach
- **Strategy 1.1.2** - Implement a project governance process
- **Strategy 1.1.3** - Monitor project delivery by utilizing a portfolio management tool that supports the capture of monthly measures against project performance

**GOAL 2** - To improve performance by the solicitation and measurement of customer satisfaction with product and service delivery.

**Objective 2.1** - Increase the percentage of OIT Service Desk customers that rated the office's customer service desk performance as greater than 8 on a scale of 1-10.

| Targets | Long Term Target Compared with Performance |
|---|---|
| **Short term:**<br>By FY 2014 - 90%<br><br>**Intermediate term:**<br>By FY 2016 - 93%<br><br>**Long term:**<br>By FY 2018 - 95% | Long term target (FY 18): 95%<br><br>FY 2010 Actual 87%, FY 2011 Actual 88%, FY 2012 Actual 89%, FY 2013 Estimated 90%, FY 2014 Projected 90% |

**Trend and Analysis** - OIT is responsible for providing information technology service solutions in order for the County government to be more efficient and effective. OIT estimates a 24% increase in call volume from FY 2012 and projects another 17% increase in call volume in FY 2014. OIT explained this sustained increase in call volume is primarily due to the refresh of 6,000 computers with the upgrade to Windows 7 and Office 2010. OIT further explained that the current model of driving all requests for service though a single source (the service desk) is a change from the past policy where only some requests were received through the service desk and others were received on an ad hoc basis (phone calls to other desks, emails, etc.). The average customer rating of the office's service desk increased 1.38% from FY 2010 to FY 2012 from an already high score of 9.28 [scale: 1 – 10] and is anticipated to increase marginally in FY 2013 and FY 2014.

**Performance Measures -**

| Measure Name | FY 2010 Actual | FY 2011 Actual | FY 2012 Actual | FY 2013 Estimated | FY 2014 Projected |
|---|---|---|---|---|---|
| **Resources (input)** | | | | | |
| Number of service desk staff | 14 | 14 | 14 | 14 | 14 |
| **Workload, Demand and Production (output)** | | | | | |
| Number of calls received | 21,631 | 19,989 | 20,397 | 26,708 | 32,000 |
| Number of calls answered | 21,457 | 19,851 | 20,241 | 26,296 | 31,744 |
| Surveys sent out | 1,699 | 1,931 | 1,950 | 2,800 | 3,600 |
| **Efficiency** | | | | | |
| Average number of calls per staff | 1,545 | 1,428 | 1,457 | 1,908 | 2,285 |
| Average number of calls answered per staff | 1,533 | 1,418 | 1,446 | 1,878 | 2,262 |
| Survey responses received | 347 | 338 | 390 | 560 | 700 |
| **Quality** | | | | | |
| Average level of satisfaction with the promptness with which a request was addressed (1-10 scale) | 9.28 | 9.39 | 9.50 | 9.53 | 9.70 |
| Average level of satisfaction with the level of communication provided by the technician during the course of service (1-10 scale) | 9.26 | 9.27 | 9.29 | 9.32 | 9.50 |
| Average level of satisfaction with the service received from the service desk representative (1-10 scale) | 9.29 | 9.43 | 9.37 | 9.43 | 9.50 |
| Average level of satisfaction in reference to the request being resolved (1-10 scale) | 9.28 | 9.30 | 9.47 | 9.50 | 9.50 |
| Average customer rating on a scale of 1 - 10 | 9.28 | 9.35 | 9.41 | 9.45 | 9.50 |
| **Impact (outcome)** | | | | | |
| The percentage of OIT service desk customers that rated the service desk highly (> 8 on scale of 1-10) | 87% | 88% | 89% | 90% | 90% |

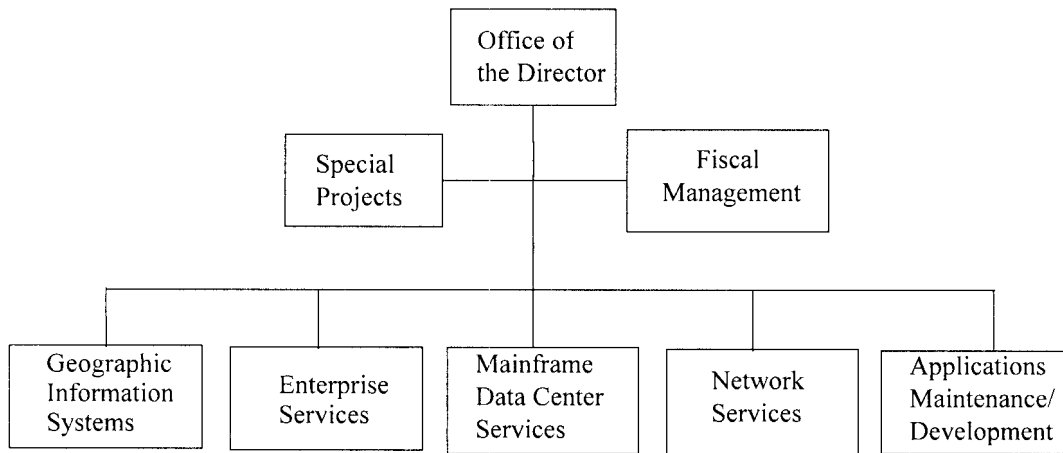**Strategies to Accomplish the Objective -**
- **Strategy 2.1.1** - Provide 24/7 technical assistance via the service desk
- **Strategy 2.1.2** - Promote the service desk to the County through meetings, brown bag sessions and the Intranet
- **Strategy 2.1.3** - Capture monthly measures of customer satisfaction through surveys and follow-up with the agencies and branches of County government regarding satisfaction with service desk performance

# FY 2013 KEY ACCOMPLISHMENTS

- At the end of FY 2013, the solicitation, evaluation, and selection of the Enterprise Resource Planning (ERP) project will conclude; ERP implementation phase-in will occur in the last half of FY 2013
- Data Warehouse project; Website/Intranet Redesign; County-wide Refresh; 311 Call Center implementation; 12 occurrences of E-payment installation; Consulting and Technical Services procurement Task Order Proposal Request (TOPR) and the delivery of services associated with each request

- Department of Permitting, Inspections and Enforcement implementation by July 1, 2013, with an updated existing permits solution
- In the development phase of the Enterprise Program Management Office as part of Technology Governance; Significant progress has been made in cyber security to centralize security, restrict external and internal access and develop better monitoring
- Assisted the CountyStat team and the Transforming Neighborhoods Initiative program

## ORGANIZATIONAL CHART

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                        ┌──────────────┐
                        │  Office of   │
                        │ the Director │
                        └──────┬───────┘
        ┌──────────────┐       │       ┌──────────────┐
        │   Special    │───────┼───────│    Fiscal    │
        │   Projects   │       │       │  Management  │
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│Geographic │ │           │ │ Mainframe │ │           │ │Applications│
│Information │ │Enterprise │ │Data Center│ │ Network   │ │Maintenance/│
│ Systems   │ │ Services  │ │ Services  │ │ Services  │ │Development │
└───────────┘ └───────────┘ └───────────┘ └───────────┘ └───────────┘
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## FUNDS SUMMARY

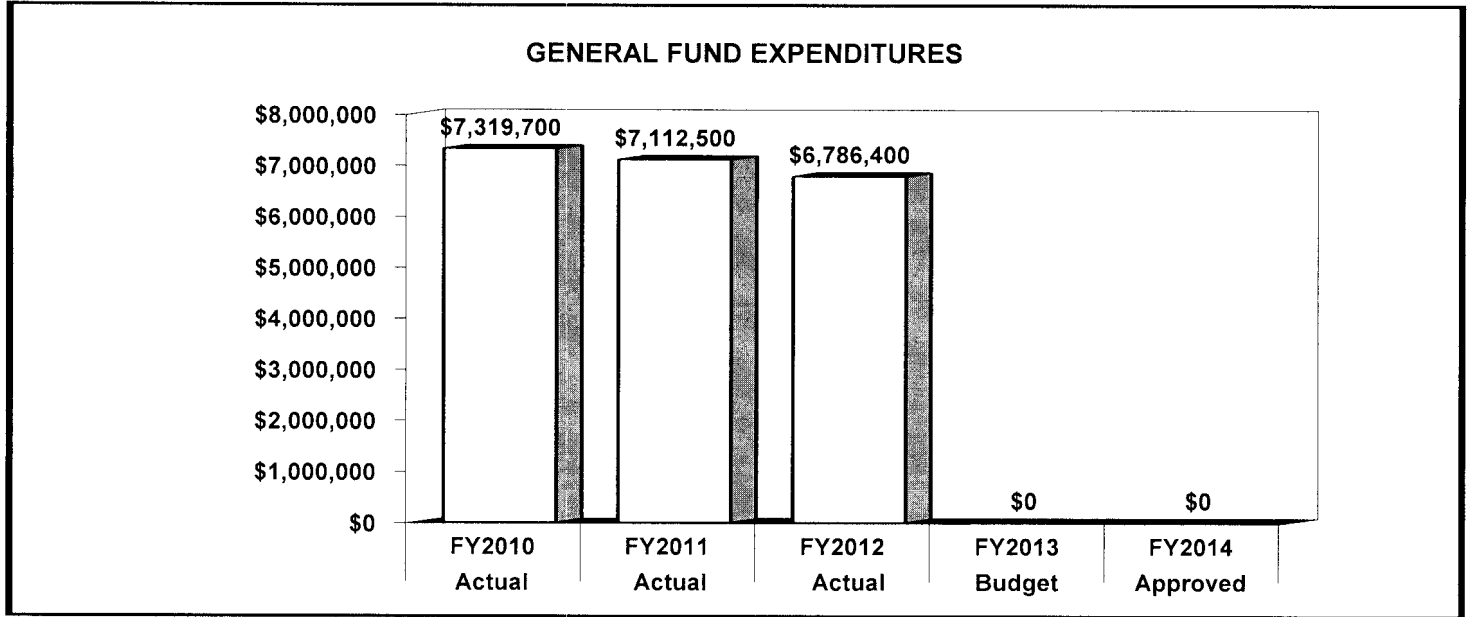|  | FY2012 ACTUAL | FY2013 BUDGET | FY2013 ESTIMATED | FY2014 APPROVED | CHANGE FY13-FY14 |
|---|---|---|---|---|---|
| **TOTAL EXPENDITURES** | $ 32,501,748 | $ 33,593,800 | $ 33,268,200 | $ 34,007,200 | 1.2% |
| **EXPENDITURE DETAIL** | | | | | |
| General Fund Transfer | 6,786,400 | 0 | 0 | 0 | 0% |
| Information Technology Fund | 25,715,348 | 33,593,800 | 33,268,200 | 34,007,200 | 1.2% |
| Recoveries | 0 | 0 | 0 | 0 | 0% |
| TOTAL | $ 32,501,748 | $ 33,593,800 | $ 33,268,200 | $ 34,007,200 | 1.2% |
| **SOURCES OF FUNDS** | | | | | |
| General Fund | $ 6,786,400 | $ 0 | $ 0 | $ 0 | 0% |
| Other County Operating Funds: | | | | | |
| Information Technology Fund | 25,715,348 | 33,593,800 | 33,268,200 | 34,007,200 | 1.2% |
| TOTAL | $ 32,501,748 | $ 33,593,800 | $ 33,268,200 | $ 34,007,200 | 1.2% |

## FY2014 SOURCES OF FUNDS

The County's Information Technology functions are consolidated in the Information Technology Internal Service Fund. The overall Internal Service Fund approved budget is $34.0 million.

Info. Tech. 100.0%
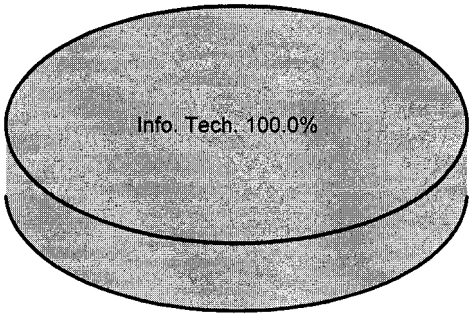
## STAFF SUMMARY

| | FY2012 BUDGET | FY2013 BUDGET | FY2014 APPROVED | CHANGE FY13-FY14 |
|---|---|---|---|---|
| **GENERAL FUND STAFF** | | | | |
| Full Time - Civilian | 0 | 0 | 0 | 0 |
| Full Time - Sworn | 0 | 0 | 0 | 0 |
| Part Time | 0 | 0 | 0 | 0 |
| Limited Term | 0 | 0 | 0 | 0 |
| **OTHER STAFF** | | | | |
| Full Time - Civilian | 77 | 77 | 77 | 0 |
| Full Time - Sworn | 0 | 0 | 0 | 0 |
| Part Time | 0 | 0 | 0 | 0 |
| Limited Term Grant Funded | 0 | 0 | 0 | 0 |
| **TOTAL** | | | | |
| Full Time - Civilian | 77 | 77 | 77 | 0 |
| Full Time - Sworn | 0 | 0 | 0 | 0 |
| Part Time | 0 | 0 | 0 | 0 |
| Limited Term | 0 | 0 | 0 | 0 |

| POSITIONS BY CATEGORY | FULL TIME | PART TIME | LIMITED TERM |
|---|---|---|---|
| Director | 1 | 0 | 0 |
| Deputy Director | 1 | 0 | 0 |
| Administrative Assistants | 6 | 0 | 0 |
| Adminstrative Specialists | 3 | 0 | 0 |
| Systems Analyst | 2 | 0 | 0 |
| Accountant | 1 | 0 | 0 |
| Quality Assurance Analyst | 1 | 0 | 0 |
| Administrative Aide | 3 | 0 | 0 |
| Budget Management Analyst | 1 | 0 | 0 |
| General Clerk | 1 | 0 | 0 |
| Information Tech Proj Cor | 8 | 0 | 0 |
| Information Tech Eng | 17 | 0 | 0 |
| Information Tech Manager | 11 | 0 | 0 |
| Instructor | 2 | 0 | 0 |
| Program/System Analyst | 2 | 0 | 0 |
| Exec Admin Aide | 1 | 0 | 0 |
| Comm Specialist | 1 | 0 | 0 |
| Information Tech Pro Eng | 15 | 0 | 0 |
| TOTAL | 77 | 0 | 0 |

# FIVE YEAR TRENDS

## GENERAL FUND EXPENDITURES



The agency's General Fund expenditures decreased 7.3% from FY 2010 to FY 2012. This decrease is primarily driven by reductions in contracts. The FY 2014 approved budget contains no General Fund transfers to the IT Internal Service Fund.

## FULL TIME STAFF
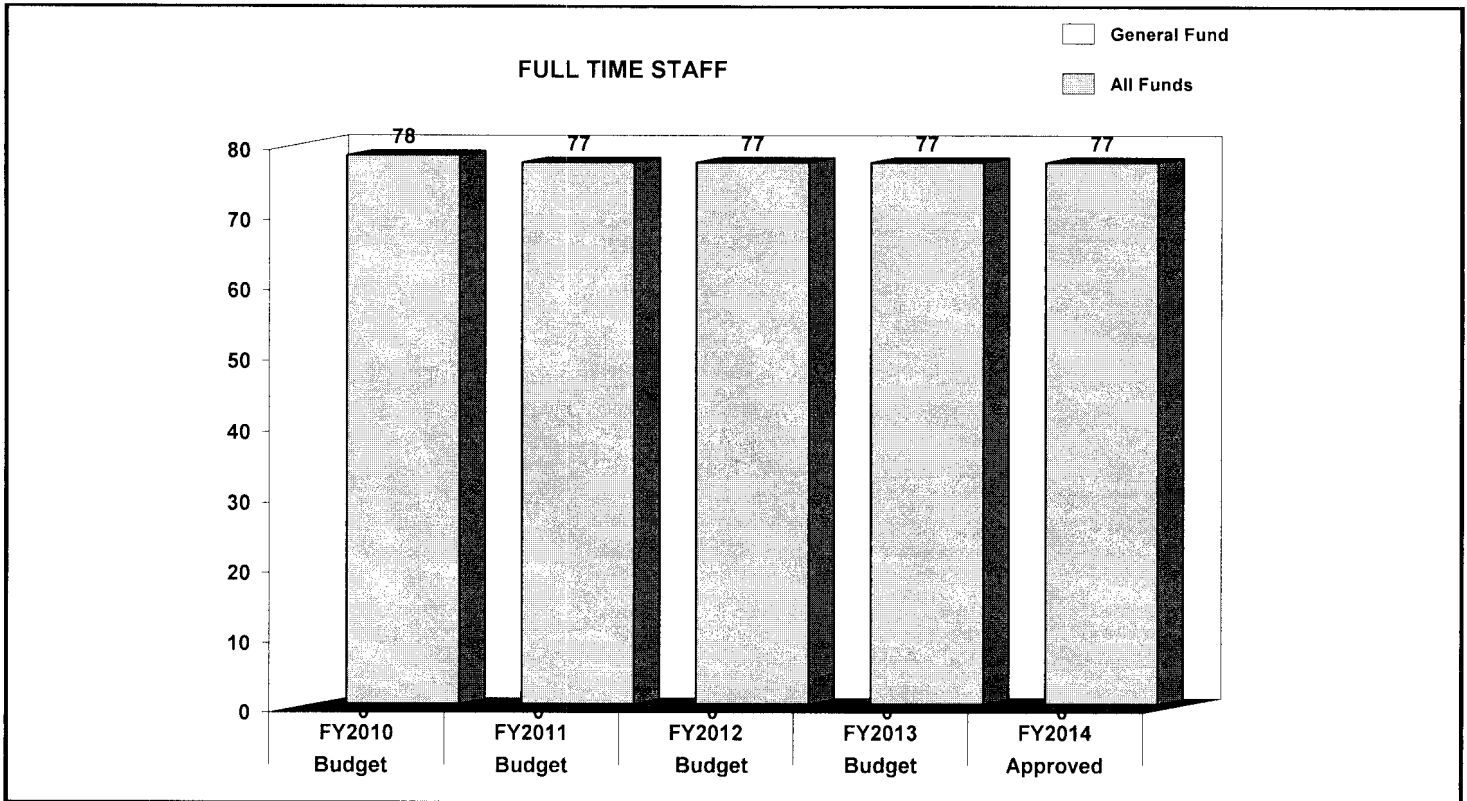


The agency's staffing complement decreased by one position from FY 2010 to FY 2013. The FY 2014 staffing does not change from FY 2013.

GENERAL GOVERNMENT

# OFFICE OF INFORMATION TECHNOLOGY - 23

## GENERAL FUND

| | | FY2012 ACTUAL | | FY2013 BUDGET | | FY2013 ESTIMATED | | FY2014 APPROVED | CHANGE FY13-FY14 |
|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE SUMMARY** | | | | | | | | | |
| Compensation | $ | 0 | $ | 0 | $ | 0 | $ | 0 | 0% |
| Fringe Benefits | | 0 | | 0 | | 0 | | 0 | 0% |
| Operating Expenses | | 6,786,400 | | 0 | | 0 | | 0 | 0% |
| Capital Outlay | | 0 | | 0 | | 0 | | 0 | 0% |
| | $ | 6,786,400 | $ | 0 | $ | 0 | $ | 0 | 0% |
| Recoveries | | 0 | | 0 | | 0 | | 0 | 0% |
| **TOTAL** | $ | **6,786,400** | $ | **0** | $ | **0** | $ | **0** | **0%** |

The interfund transfer is the only operating expense in the General Fund. This transfer supports the County-wide technology needs of the Internal Service Fund. There are no General Fund transfers in the FY 2014 approved budget.

| MAJOR OPERATING EXPENDITURES |
|---|
| FY2014 |

## INFORMATION TECHNOLOGY FUND

# OTHER FUNDS

In FY 2014, compensation expenditures decrease 1.5% under the FY 2013 budget due to the reduction of one personal services contractual employee and lapse savings from vacant positions. Compensation costs include funding for 77 full-time employees. Fringe benefit expenditures increase 4.2% from the FY 2013 budget to reflect an increase in the fringe benefit rates for the Internal Service Fund.

Operating expenditures increase 1.6% over the FY 2013 approved budget. The net increase is primarily driven by a transfer out of I-Net funds to the Community College and Memorial Library System for IT equipment and is partially offset by deferring costs associated with maintenance of the electronic time reporting and management system, street address point layer validation, project management training and security testing tools.

Operating expenses also include I-Net funding support of the migration of the County Data Center, digital signage implementation, Quality Assurance Lab, and refresh of non-PC operating equipment. The remaining expenses support operating contracts and legal counsel for the cable franchise negotiations.

The FY 2014 fund balance in the Information Technology Fund includes $12.5 million in net assets ($12.0 million of the $12.5 million is I-Net).

| | | FY2012 ACTUAL | | FY2013 BUDGET | | FY2013 ESTIMATED | | FY2014 APPROVED | CHANGE FY13-FY14 |
|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE SUMMARY** | | | | | | | | | |
| Compensation | $ | 6,405,890 | $ | 6,469,000 | $ | 6,469,000 | $ | 6,373,300 | -1.5% |
| Fringe Benefits | | 2,974,855 | | 2,940,800 | | 2,940,800 | | 3,065,600 | 4.2% |
| Operating Expenses | | 16,334,603 | | 24,184,000 | | 23,858,400 | | 24,568,300 | 1.6% |
| Capital Outlay | | 0 | | 0 | | 0 | | 0 | 0% |
| **Sub-Total** | $ | **25,715,348** | $ | **33,593,800** | $ | **33,268,200** | $ | **34,007,200** | **1.2%** |
| Recoveries | | 0 | | 0 | | 0 | | 0 | 0% |
| **TOTAL** | $ | **25,715,348** | $ | **33,593,800** | $ | **33,268,200** | $ | **34,007,200** | **1.2%** |
| **STAFF** | | | | | | | | | |
| Full Time - Civilian | | | | - | 77 | - | | 77 | 0% |
| Full Time - Sworn | | | | - | 0 | - | | 0 | 0% |
| Part Time | | | | - | 0 | - | | 0 | 0% |
| Limited Term Grant | | | | - | 0 | - | | 0 | 0% |

## FUND OPERATING SUMMARY

## Information Technology Internal Service Fund

| | | FY2012 ACTUAL | | FY2013 BUDGET | | FY2013 ESTIMATED | | FY2014 APPROVED | CHANGE FY13-FY14 |
|---|---|---|---|---|---|---|---|---|---|
| BEGINNING FUND BALANCE | $ | 22,906,409 | $ | 22,623,909 | $ | 24,868,998 | $ | 19,628,998 | -13.2% |
| | | | | | | | | | |
| REVENUES | | | | | | | | | |
| Agency Charges | $ | 14,876,700 | $ | 21,987,700 | $ | 21,987,700 | $ | 20,885,900 | -5% |
| I-Net Receipts | | 5,674,337 | | 5,700,000 | | 5,700,000 | | 5,700,000 | 0% |
| I-Net Fund Balance | | 0 | | 5,240,000 | | 5,240,000 | | 5,241,000 | 0% |
| Miscellaneous | | 340,500 | | 340,500 | | 340,500 | | 340,500 | 0% |
| Appropriated Fund Balance | | 0 | | 325,600 | | 0 | | 339,800 | 4.4% |
| Transfers | | 6,786,400 | | 0 | | 0 | | 0 | 0% |
| I-Net Fund Balance to College and Library | | 0 | | 0 | | 0 | | 1,500,000 | 100% |
| TOTAL REVENUES | $ | 27,677,937 | $ | 33,593,800 | $ | 33,268,200 | $ | 34,007,200 | 1.2% |
| | | | | | | | | | |
| EXPENDITURES | | | | | | | | | |
| Compensation | $ | 6,405,890 | $ | 6,469,000 | $ | 6,469,000 | $ | 6,373,300 | -1.5% |
| Fringe Benefits | | 2,974,855 | | 2,940,800 | | 2,940,800 | | 3,065,600 | 4.2% |
| Operating Expenses | | 16,334,603 | | 24,184,000 | | 23,858,400 | | 23,068,300 | -4.6% |
| Transfer out to College and Library | | 0 | | 0 | | 0 | | 1,500,000 | 100% |
| | | | | | | | | | |
| TOTAL EXPENDITURES | $ | 25,715,348 | $ | 33,593,800 | $ | 33,268,200 | $ | 34,007,200 | 1.2% |
| | | | | | | | | | |
| EXCESS OF REVENUES OVER EXPENDITURES | $ | 1,962,589 | $ | 0 | $ | 0 | $ | 0 | 0% |
| OTHER ADJUSTMENTS | $ | 0 | $ | (325,600) | $ | (5,240,000) | $ | (7,080,800) | 2074.7% |
| ENDING FUND BALANCE | $ | 24,868,998 | $ | 22,298,309 | $ | 19,628,998 | $ | 12,548,198 | -43.7% |