IT Steering Committee

Findings & Recommendations

July, 2015

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STEERING COMMITTEE MEMBERS

Charles Ruud   *City Assessor*

Monica Schultz   *City Clerk*

Chris Botsch   *Deputy Chief of Police*

Mason Pooler   *Deputy Fire Chief*

Ed Lisinski   *Director of Building Inspection and Neighborhood Services*

John Stibal   *Director of Development*

Mark Wyss   *Director of Finance/Comptroller/City Treasurer*

Jim Jandovitz   *Director of Information Technology and Communications*

Michael Lewis   *Director of Public Works/City Engineer*

Sally Nusslock   *Health Commissioner/City Sealer*

Audrey Key   *Human Resource Director*

Michael Koszalka   *Library*

Dave Wepking   *Assistant Director of Public Works*

Joseph Burtch   *Assistant City Engineer*

Kris Moen   *Finance Supervisor*

Rebecca Grill   *City Administrator - Chair*

I.   EXECUTIVE SUMMARY

The IT Steering Committee ("Steering Committee") was established by the Common Council on December 16, 2014 (Resolution File No. R-2014-0456) to guide the City's process improvement efforts. The resolution provided the following directives for the Steering Committee:

a. Establish organizational IT needs/projects.
b. Prioritize established needs/projects.
c. Create meaningful timelines for completion of projects.
d. Via the Committee Chair, report to the Common Council on a monthly basis as to the status of the established priorities and projects.

The Steering Committee has met on a monthly basis to accomplish the goals set by the Common Council. Meetings have been held on the following dates:

- February 25, 2015
- March 11, 2015
- April 8, 2015
- May 13, 2015
- June 24, 2015

The Steering Committee makes the following recommendations:

- Hire a new employee to provide additional support.
- IT cross train employees to ensure effective 24/7 user support.
- IT document common department specific issues and solutions to ensure effective 24/7 user support.
- Create guidelines for IT Steering Committee continued operation--projects versus operations.
- Create Information Management Action Team to update and maintain policies and procedures, review and approve software and hardware purchases, and assist with prioritization of projects, as needed.
- Reorganization of ITC staff to include staff dedicated to project implementation, process improvement, efficiency, and sustainability.

II.   COMMITTEE PROCESS

Prior to the initial meeting on February 25, 2015, Committee Members were asked to email a list of all outstanding projects to Rebecca Grill, the Steering Committee chairperson.   The following information was requested with the project submittal: Department, Project Name, Project Description, Background & Benefits, New Service/Improve Existing Service, Requested Completion Date, and Department Contact for Project, Capital Costs, Operating Costs, Cost Savings, Staff Time Saved, and Constraints. Departments submitted 148 projects for review.

February 25, 2015

Each department gave an overview of the projects submitted and any related background information. Jim Jandovitz gave an overview of the ITC department, the 2014 annual report, and described how the department currently handles operations and projects.

March 11, 2015

A demonstration of the BP Logix (BP) Building Inspections Occupancy permit program was given by Jim Jandovitz and Ed Lisinski.   Discussion regarding the categorization and prioritization of projects by subcommittees occurred.

The following subcommittees were established and Steering Committee members volunteered to be part of the subcommittees.

1.   BP Logix
2.   Hardware/Networking
3.   Media/Security
4.   Other (GIS, Training, Research)
5.   Software (HTE and Novatime)
6.   Public Safety

April 8, 2015

Each department was asked to submit a person from their department who would be the designated BP Logix Department Expert. This person would be able to make minor revisions to the BP Logix programs developed by IT and serve as a liaison for their specific BP Logix programs. Subcommittee staffing and process were finalized.   The prioritization matrix for rating projects was also discussed. Each subcommittee was to meet and rate the projects assigned in lieu of the second Steering Committee Meeting in April.

Categories in the Prioritization Matrix referenced above:

1. Time Savings per year. How much time will it save people in a given year?
2. Priority: When does this have to get done? If it is not a mandatory project (mandatory by the Common Council or by law), then the highest it can score is a 2.
3. Number of citizens or businesses affected per year. If this is a totally internal project with no benefit to the public, then it would be a 0 (potentially a bunch of the internal HR forms).
4. Cost savings per year. This does not include personnel costs…just paper, supplies, printing costs, etc.
5. Number of Employees affected per year. If it is a project that only benefits the public, this will be a 0; for most of the HR forms, this will be a 5.
6. Estimated Project Cost. Because BP Logix is already purchased, this will be a 5 for all projects in the BP Logix Committee.
7. Duration of Project.

May 13, 2015

Review of the subcommittees ranking for the now 90 projects was completed. (Duplications and ongoing support items were removed from the list.) Given the time needed for each project on the list, it may take approximately 1½ years for seven people working full time on the project to complete the list. Discussion regarding use of outside resources to complete the projects or purchase software was held. New subcommittees were established for the next phase in the Steering Committee Process-- these are Novatime, BP Logix, Public Safety, and other projects. The subcommittees will meet and then report back to the full IT Steering Committee on the 4th Wednesday of each month.

Additionally, departments were asked to look into outside resources/vendors for alternative options to developing process in BP Logix.

June 23, 2015

A review of the subcommittee progress was given. Thirteen (13) projects have been completed; 18 projects are in progress and ongoing and work continues as time permits as there is no urgency to them; 10 projects are waiting for input (outside vendor, etc.); 45 projects have no status at this time, 42 of which are related to BP Logix.

Discussion related to Non-Business hours support and need for having an additional person on staff to fill this gap occurred.   Presentations by various departments regarding outside resources was given. Recommendations for this committee to give to council were also discussed.

The whole Steering Committee will continue to meet monthly. Subcommittees will also continue to meet monthly as needed.

III.   Recommendations

A. ITC REORGANIZATION (CENTER FOR EXCELLENCE)

Reorganization of ITC Department and staff into the Center for Excellence Department will assist in further improvements of service delivery for departments. The Center for Excellence will help city departments improve processes to increase productivity, efficiency, and effectiveness by promoting innovation, collaboration, sustainability, and continuous improvement.

This Center for Excellence would consist of several divisions:

- Innovation and Performance Measurement
- Digital Services
- Software Solutions and Usability Training
- Communications
- Video Communications

The divisions would be responsible for handling the following: Hardware/Software/Network Computer Support, Cable, Print Shop, Website, Other Electronic Communications, Innovation and Performance Management, collaboration with departments to implement cost savings measures and oversee city wide projects and initiatives, auditing and measurement of city services performance.

At this time, effective responsiveness to problems can be difficult due to the struggle between current support needs and the needs to tackle projects. In the last 12 months, there have been over 4300 IT tickets entered for assistance. Over 400 of the requests were made between 6 p.m. and 8 a.m., and 65 between 7 a.m. and 8 a.m. IT staff supports over 2000 devices, including over 130 cameras and close to 50 ipads. The number of devices grows weekly.

The Center for Excellence would provide another support specialist in the Digital Services Division. As the City continues to utilize more technology and equipment in its day-to-day operations, the ability to respond more timely to address issues is essential. City Staff rely on IT to provide support to assist them in doing their job efficiently and effectively. IT is the unseen backbone of the organization and an integral part of our current and future success.

Additionally, these changes will directly impact the city's need to address the IT projects currently categorized under the BP Logix category. (BP Logix is an enterprise wide software solution that the City purchased in 2014 – File #R-2014-0047.) BP Logix can be used to streamline and innovate the delivery of city services if implemented timely and accurately. While certain projects have been developed in BP Logix (grass and weed complaint program) and others are under development (occupancy permit and handicapped parking), the current structure of the ITC Department does not have the staff to complete the project list for several years.

At this time, there is no staff exclusively working on the BP Logix software. Creation of the Center for Excellence will provide specific staff whose roles are to implement projects and initiatives city wide. Separation of the staff into divisions will allow staff to focus on their specific duties and responsibilities. As previously stated, there is a struggle to timely respond to and effectively attend to problems from start to finish.

B. NON BUSINESS HOURS SUPPORT

In the previous 12 months, there were over 400 IT help tickets entered between the hours of 6:00 p.m. and 8 a.m. Most of them entered by protective services staff: police and fire personnel. In order to ensure prompt response to the needs of departments who operate outside of normal business hours, the Steering Committee recommends qualified* IT staff members should be on call to respond to emergency issues. This should be a formal assignment and employees should receive $100 per week while on call (similar to DPW/Engineering Staff – Watch Duty). The IT help desk support should begin at 7:00 a.m. to assist the Department of Public Works staff who encounter IT issues.

If these changes do not meet the needs for the non-business hours support, future options, such as an employee hired to work the hours of 4:00 p.m. to midnight or changing current staff hours to be onsite later in the evening, should be explored. This issue will be regularly monitored by the affected departments, IT Director, and City Administrator, and changes will be suggested, as needed.

*Qualified employees must demonstrate the ability to troubleshoot minor to intermediate issues without assistance.

C. CROSS TRAINING/DOCUMENTATION

Due to the specialized equipment used by different departments, the varying level of knowledge between IT employees, and the need to provide effective 24/7 user support, the IT Department will cross train qualified* employees to ensure the ability to troubleshoot minor to intermediate issues during non-business hours.   Documentation of common issues and solutions will be provided for users and IT staff as appropriate.

D. INFORMATION MANAGEMENT ACTION TEAM

In order to supplement and assist the IT Steering Committee in accomplishing its goals and responsibilities, an Information Management Action Team (IMAT) should be established. The role of this team is: update and maintain the IT policies and procedures; review and recommend approval/denial of department software and hardware purchases.   The IMAT could assist the Steering Committee in prioritization and review of projects.

Members of IMAT would be: Innovation and Performance Measurement Division Staff, Network Administrator, Finance Director, and City Administrator. Affected department heads or staff members will be asked to participate in meetings as needed.

E. <u>UTILIZATION OF OTHER SOFTWARE PACKAGES</u>

Given the need to update and technologize numerous processes in the city, it may be necessary to purchase or subscribe to software solutions outside of BP Logix. Since we have made a substantial investment into the purchase of BP Logix, careful consideration and review of alternatives should be completed, providing a detailed cost benefit analysis.   The staff of the Center for Excellence will be skilled and experienced in providing such information for appropriate decision making. Information will be provided to the Common Council regarding this topic as items are identified.

F. <u>IT STEERING COMMITTEE CONTINUED OPERATIONS</u>

The Steering Committee has made great strides in prioritization and project review in the past few months. In order to continue the progress of the Steering Committee, formalized guidelines for the committee must be established. Guidelines must include how to submit a project, prioritization standards, identification of a project verses operational support, etc.

The Steering Committee recommends reporting the status of established priorities and projects to the Common Council on a quarterly or as needed basis.

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