

## Office of Technology and Innovation

**Department Purpose:** The Office of Technology and Innovation (OTI) is responsible for providing information technology and business application/software services to all departments under the County Administrator. OTI was created in FY19 by realigning positions from Business Technology Services (BTS). OTI staff provide both custom application development and business support services, and also leads the County's commercial off-the-shelf (COTS) vendor-supported system implementations. OTI also provides data integration services and a variety of business support services such as process mapping, change management, governance support, and application portfolio management. OTI is looked upon to research, recommend, and implement innovative solutions that foster increased business productivity to its internal customer departments.

### **Performance Summary:**

- The percent of Priority 1 Tickets that did not meet Service Level Agreements (SLAs) and the percent of Priority 2 Tickets that did not meet SLAs are newly-identified measures for the department. OTI will begin gathering data once the technology is implemented to help determine trends and develop realistic targets, anticipated for summer of 2020. These measures quantify compliance to the department's service commitments.
- The Business Support service area is primarily focused on project delivery, and as a result, measures are tracked as the Percent Complete for Work Plan Initiatives and Milestones.
- OTI's Work Plan Initiatives are generally requested from sponsoring departments and are heavily dependent on participation and engagement with those departments, as well as coordination with Business Technology Services (BTS) and vendors.
- OTI has identified key performance measures (KPM). The department is scheduled to begin monthly meetings with their Assistant County Administrator to review Performance Data, along with quarterly meetings with County Administration. These meetings have been postponed due to COVID-19.

### **COVID-19 Performance Impacts:**

- None for above and attached performance indicators and work plan initiatives, although a few implementation projects have experienced minor delays.

### **Opportunities and Threats:**

- OTI and BTS are working together on a countywide technology strategic plan that will better inform future opportunities and threats.
- With industry continuing transition to cloud-based applications, recruitment needs are transitioning to multi-faceted business analysts with ability to work with diverse technologies and stakeholders.
- Opportunity to improve capability to mine data to support decision making and to define common tools that stakeholders will learn and adopt.
- Need to explore either shared project management model where BTS resources are deployed to support OTI projects or realign BTS project management resources to support OTI projects.

- All major software systems supporting customers are either upgraded to current technology or in midst of upgrade project (as noted in work plan) except CHEDAS system that supports various Human Services functions. CHEDAS will be evaluated during FY21 and may need additional funding to support multi-year implementation/upgrade project.

**Budget Summary, Highlights, and Analysis:**

	<b>FY17 Actuals *</b>	<b>FY18 Actuals *</b>	<b>FY19 Actuals</b>	<b>FY20 Budget</b>	<b>FY20 Estimate</b>	<b>FY21 Request</b>
Personal Services	19,466	130,931	2,133,467	2,620,170	3,454,235	4,136,080
Operating Expenses	11,021,922	11,064,245	13,249,309	16,532,210	7,969,006	6,719,300
Capital Outlay	2,079,146	2,590,534	3,176,054	14,090	386,332	75,570
<b>Total</b>	<b>13,120,534</b>	<b>13,785,710</b>	<b>18,558,830</b>	<b>19,166,470</b>	<b>11,809,573</b>	<b>10,930,950</b>

NOTE: As also noted in BTS budget material, FY17 and FY18 actuals reflect historical expenditures from BTS.

- OTI was created operationally during FY18 and established within budget and financial accounting in FY19. As such, FY21 is the first year with Risk cost allocations (based on FY19 actuals).
- OTI work plan is dependent upon the services requested by customer departments.
- OTI is funded via cost allocations as part of the overall BTS Cost Allocation Plan.
- OTI is accounted within the BTS Fund using three cost centers:
  - Cost Center 551010 – Office of Technology and Innovation – personal services and related operational expenses for ongoing business application/software support services and executive oversight and administrative support.
    - Personal services increased by 23.8% (\$554,100) vs FY20 Budget primarily due to:
      - \$195,000 salary impact from realignment of two (2) FTE from project funding (642110) to ongoing operations. A portion of the positions may be charged to projects, thereby shifting actual expenditures to cost center 642110.
      - \$112,000 realigned from BTS to support new FTE for contract manager. This function had been performed by a contractor and is transitioning to a County employee as it is a permanent need due to the continuing trend to cloud/hosted software solutions that require continued contract development and management.
      - \$221,000 salary impact from exempt pay & class study. Average increase of 15% in pay grade midpoint. 25 of 26 OTI positions are exempt.

- Operating expenses decreased by 59.3% (\$162,190) vs FY20 Budget primarily due to:
    - Elimination of other contractual services (\$132,690). Funding supported contractors to supplement in-house staff. Lapse from personal services due to vacancies will support unanticipated needs moving forward. Remainder will be addressed through requests to support projects funded in cost center 642110.
    - Reduction of office supplies (\$43,830) based on actual trends. Due to mistake by OMB, FY20 budget appropriation was higher than necessary due to incorrect account classification.
    - Addition of \$22,650 for first year of risk cost allocation charges.
    - Training & Education (\$62,500) includes funding to support individual development plans for each staff member. Conference registration and travel are included in this budgeted line item, where applicable, although actual expenditures will be reflected in various accounts.
  - Capital outlay decreased by 18% (\$2,530) based on PC replacement schedule.
- Cost Center 642110 – BCC Strategic Projects – project management, implementation services, initial licensing, organizational change management, and other related costs for developing and implementing new and/or enhanced software solutions.
  - Current projects include Cityworks/EAM and four Accela modules (Civic Platform, Consumer Protection, Animal Services, and Contractor Licensing).
  - Significant variation in budgeted expenditures from year to year based on specific projects, as reflected in 61.4% decrease (\$9.7M) vs FY20 Budget.
  - At times, the overall BTS Fund reserves may include funds dedicated to specific projects.
- Cost Center 647110 – Enterprise License & Maintenance Support Services – recurring software license and maintenance for software solutions supported by OTI. Expenditures will continue to increase with transition to cloud/hosted software with subscription licensing vs on-premises, owned software that had significant initial capital expenses and minimal ongoing expense.
  - FY21 budget request reflects 143.3% increase (\$1,074,900) vs FY20 Budget.
  - Significant changes from FY20 Budget include:
    - Realign Cityworks licensing & maintenance from cost center 642110 (\$220,000)
    - Realign Accela Civic Platform licensing & maintenance from cost center 642110 (\$446,000)
    - Addition of Socrata licensing & maintenance (\$98,000)
    - Addition of Questica licensing & maintenance (\$187,000)
    - Addition of BuySpeed subscription licensing (\$90,000)
    - Addition of applicant tracking, recruiting, and on-boarding solution (\$50,000 estimate)

**Staffing Summary:**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>
<b>Total FTE</b>	<b>n/a</b>	<b>n/a</b>	<b>23.0</b>	<b>26.0</b>	<b>27.0</b>
<b>NOTES</b> <ul style="list-style-type: none"><li>• 21.0 FTE support continuing operations while 6.0 FTE are assigned to software implementation projects<ul style="list-style-type: none"><li>○ 1.0 FTE previously assigned to Hyperion support will be reassigned to cloud solution development</li><li>○ 1.0 FTE realigned for contract manager as noted above</li><li>○ Contract labor is utilized as needed via budgeted project funds</li><li>○ As implementation projects transition to go-live and recurring support, some positions will realign to ongoing operations depending upon the maintenance and support model for the business application.</li></ul></li><li>• In FY20, 3.0 FTE were added based to support projects:<ul style="list-style-type: none"><li>○ 1.5 FTE for EAM/Cityworks</li><li>○ 1.0 FTE realigned from Office of Asset Management fro EAM/Cityworks)</li><li>○ 0.5 FTE for Accela Civic Platform</li></ul></li><li>• OTI currently has three vacancies – the position realigned from OAM (pending position control number), the position to be reassigned to cloud solution development (BCC/E759), and position to backfill staff assigned to BCC Strategic Project funded activities (BCC/E774). Each vacancy is reflected in the organizational chart.</li></ul>					