Innovation and Technology Department
Performance Review

City of Riverside, California

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Scope of Review

- ◆ Comprehensive performance assessment and review of key financial operations of the Innovation and Technology Department.
- ◆ Specific areas of inquiry included:
  - Organizational Structure (consolidation, succession planning, staffing levels, etc.)
  - Project Management
  - Business Continuity / Disaster Recovery
  - Network – Security Internal Controls
  - Client Services
  - Innovation – Resource Allocation
  - Compliance with applicable State and Federal IT Guidelines
  - Effectiveness and Management of IT Systems
  - Interdepartmental Communication and Collaboration
  - Benchmarks, Best Practices, and Performance Indicators

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Key Findings and Observations

- Centralized IT services and administrative services.
- The ability to adapt to different technological needs within the City.
- The creation of an Innovation Division to ensure that there is a dedicated focus on utilizing data collected to help progress the city's strategic initiatives.
- Development of policies and procedures related to IT procurement and cybersecurity.
- Appropriate span of control between line level staff and managers.
- Allocation of IT costs among internal city funds and departments through a Cost Allocation Plan.
- Centralized webmaster to manage the content of the City's website.
- A robust Citywide GIS operation.
- Implementation and support of a citywide ERP System and platform to enable online payment collection.
- No concerns regarding financial management / overtime.

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Structure and Staffing Recommendations

- Develop succession plan for key IT positions.
- Staffing levels appropriate if all budgeted positions, including frozen positions, were filled.
- IT Administration staff should be response for all IT-related purchases and contracts.
- Position costs should be reviewed and appropriately allocated between general fund and non-general fund sources.
- Explore creation of internal service fund (ISF) for IT including an IT Replacement fund to cover on-going infrastructure and equipment replacement.

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Project Management Recommendations

- ◆ Require Project Management certification for all staff allocated as project managers.
- ◆ Establish defined criteria for which projects require assignment of Project Manager and implement standardized methodologies for project prioritization.
- ◆ The existing project portfolio should be reviewed to determine necessity of the project, clear project scope and available project funding.

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Business Continuity Recommendations

- ◆ Adopt Continuity of Business (CoB) plan:
  - → Include input from operating departments.
  - → Bi-annual exercises and drills should be conducted with departments.
- ◆ Formalized Disaster Recovery (DR) plan:
  - → Include input from operating departments
  - → Bi-annual exercises and drills should be conducted with departments.
  - → Quarterly testing of backup and restore processes.

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Network Security Recommendations

- Enhance network security and internal-controls to include:
  - Updates based on lessons learned from remote work.
  - Annual audit of Technology Use and Security Policy forms for employees.
  - Provide cyber security training to all city employees.
  - Automate disconnection of employee email addresses upon separation.
- Create Computer Security Incident Response Team (CSIRT).
  - Meet quarterly.
  - Conduct sample exercises and drills every 6 months.

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Client Services Recommendations

- Inform new hires, as part of orientation or transferring of positions, their specific contact within the IT Client Services Division.
- IT Client services should target resolution of 70% of tickets within one 91) or less.

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Innovation Team Recommendations

- ◆ Deputy Director of IT over Innovations should reevaluate role assignment of the positions allocated to Innovation to ensure they are focused on advancing the City's strategic needs.

- ◆ The Innovations Team should with City Administration and key stakeholders to define areas where technology should be deployed for a more rapid and agile response and service delivery.

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Management Systems Recommendations

- ◆ Maintain practice of updating policies and procedures every two years.

- ◆ Utilize the Information Technology Infrastructure Library (ITIL) framework:
  - → when implement new work order system.
  - → Implement across all IT divisions not just client services

- ◆ Implement IT Steering Committee that meets quarterly and develops 5-year strategic plan and annual needs assessment.

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Interdepartmental Communications

- ◆ Modifications to internal processes to increase communications and customer service including:
  - → IT Software Request form should be implemented.
  - → Establish liaison between IT and each department.

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Performance Management Recommendations

- ◆ A more robust training program should be developed and funded.
- ◆ Five-year strategic plan should be developed for IT that aligns with the needs assessment conducted by IT Steering Committee and the City's strategic initiatives.
- ◆ KPIs should be implemented covering:
  - → Client Services,
  - → Project Management,
  - → Network Services,
  - → Operations.
- ◆ Quarterly reports should be prepared showing performance against adopted KPIs.

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Questions?

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