



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 responsible 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 (1) day or less.



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Innovation Team Recommendations

- ◆ Deputy Director of IT over Innovation should reevaluate role assignment of the positions allocated to Innovation to ensure they are focused on advancing the City's strategic needs.
- ◆ The Innovation Team should work with City Administration and key stakeholders to define areas where technology should be deployed for a more rapid and agile response and service delivery.

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.

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?
