



PhillyStat



Office of Innovation & Technology (IT)

Fiscal Year End Report

July 11, 2012



About PhillyStat

- PhillyStat is the City of Philadelphia's performance management program, led by the Managing Director and the Finance Director. During PhillyStat meetings, the Mayor or a Core Team member reviews progress towards the Mayor's strategic goals and individual departmental performance. There are two types of PhillyStat meetings: Ops and Outcomes. This presentation is for a PhillyStat Ops meeting.
- At PhillyStat Ops meetings, a single department reviews their operations with a member of the Mayor's Cabinet. Performance is reviewed in five areas: departmental operations, customer service, finances, technology and human resources. These meetings are held quarterly.

Structure of Presentation

- The presentation begins with the department's core mission, which is useful for readers who are not as knowledgeable about what the department does.
- Each of the five sections (Operations, Customer Service, Finance, Technology, and People) have a summary dashboard of key performance measures and explanatory measures.
- Explanatory measures help explain movement in performance measures. For example, the number of employees and number of vehicles managed by the Office of Fleet Management impact the Office's operational performance measures.
- The presentation ends with brief explanations of the department's key challenges and wins for the quarter, and recognizes an employee of the quarter.

Core Vision

Our purpose is to be the premier broker of innovative technology services, recognized for our integrity, talented stewards, and customer service

Manage the City's technology assets efficiently and effectively to help our clients advance opportunities and innovations to modernize City government and improve services to all Philadelphians

Core Mission

We resolve to:

- *Be **accountable***
- *Build our **relationship** based on absolute **trust and respect***
- ***Listen** carefully to what the customer has to say*
- *Display **honesty, integrity and openness** in all our dealings*
- *Bring **positive energy** to the team*
- *Be a solution **broker***
- ***Embrace** and drive change responsibly*
- ***Grow and learn***
- *Be **humbly confident***

1 STABILIZE

- Project governance
- Stabilize infrastructure services (making sure trains run on time)
- Establish formal practices & procedures (ITIL)
- Implement meaningful technology standards
- Establish and communicate service metrics

2 SECURE

- Formalize security function within OIT
- Adopt formal framework to shape security program (ISO-17002)
- Establish “responsible use” policies to improve city’s security infrastructure

3 OPTIMIZE

- Develop a disaster recovery and business continuity strategy
- Data center greening/optimization
- End-to-end virtualization (network, server, storage) and provisioning
- Application monitoring
- Integrated service delivery “infrastructure-as-a-utility” model
- Philly cloud – city/vendor–managed private community cloud

4 MODERNIZE

- Legacy system modernization strategy
- System scoring methodology
- Enterprise business architecture framework & tools

5 INNOVATE

- Engagement–based government services (vs. transaction–based)
- Mobility strategy to enable field work productivity
- Open data & transparency framework
- Government mobile platform strategy

Modernize the City's technology portfolio to improve: government operations, service delivery to citizens, and staff productivity

What do we have to do?

- **Survivable:** Establish effective monitoring and control from internal and external to center city;
- **Sustainable:** Enhance the core hardware & software systems (e.g., network, email, administrative systems, revenue enhancing, public safety);
- **Service Excellence:** Modernize and enhance service delivery to both internal and external clients as well as exploit ways to enhance increased information management, flow and analysis; and
- **Security:** Stabilize and secure the City's critical digital assets

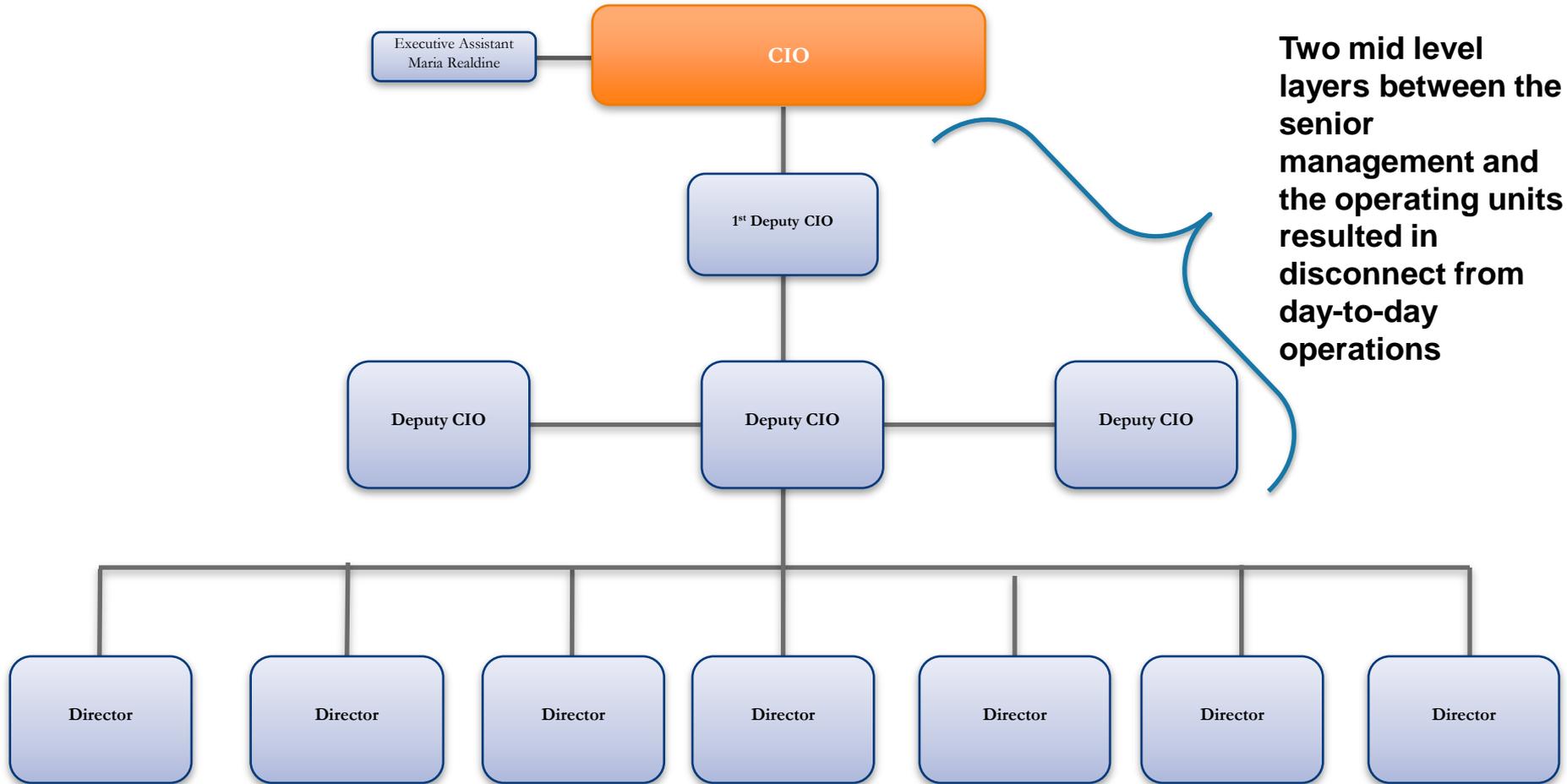
How will we know it's getting done?

- **Is it up:** Communications, infrastructure, and applications are consistently available
- **Is it fast:** Communications, infrastructure, and applications are performing within expectations
- **Is it stable:** Communications, infrastructure, and applications are reliable and scale in a structured fashion
- **Is it secure:** Communications, infrastructure, data , and applications are secure and protected

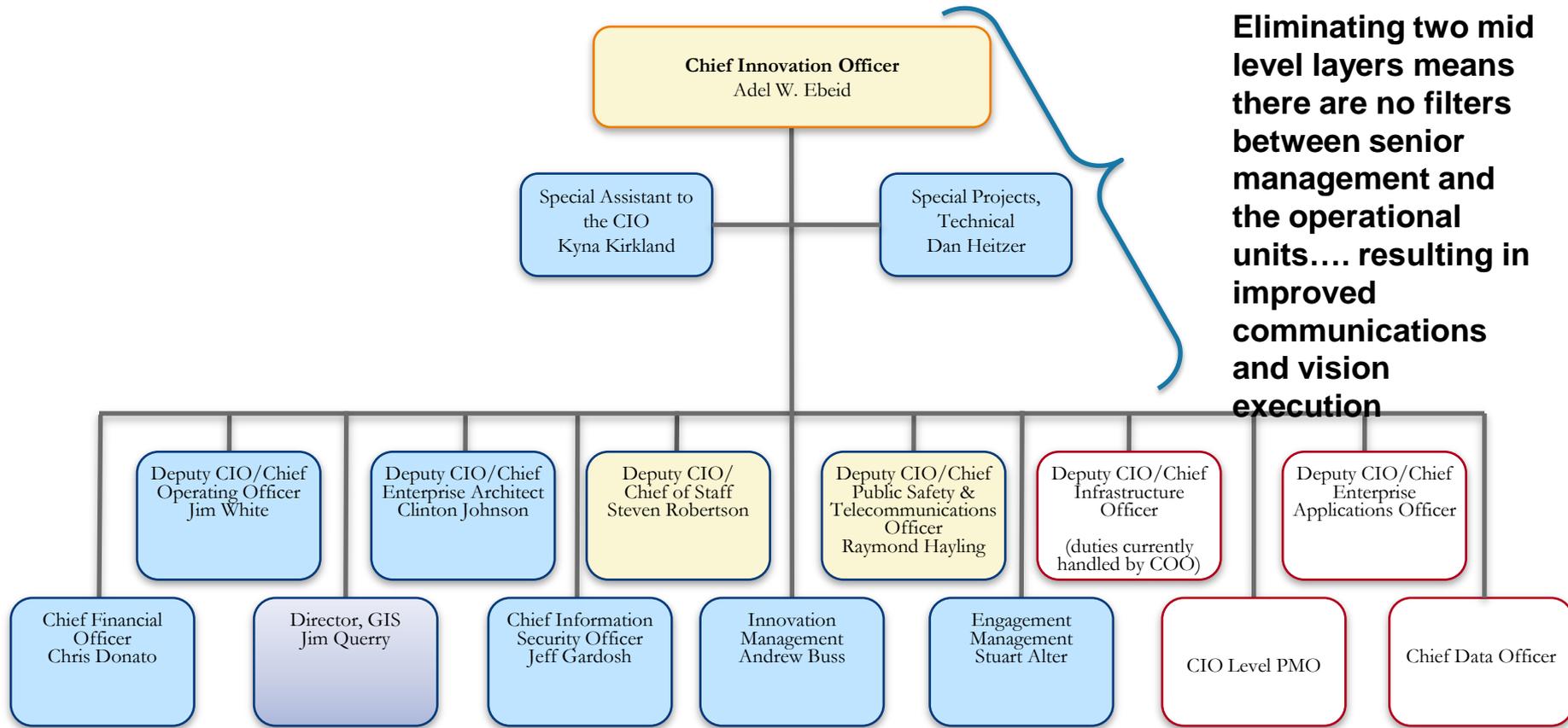
In FY12, OIT has achieved the following accomplishments in pursuit of realizing its role as defined by the Mayor's executive order:

- Defined vision, mission, core values and planning principles
- Infrastructure platforms are more stable and secure
- Access to the Internet has increased 20x resulting in improved performance and productivity
- Network availability consistently north of 99.9%
- Availability of public safety cameras improved by 27% (40% to 67%)
- More than 400 older generation PCs replaced
- E-mail access for all Police employees (> 6,000)
- Planned connectivity upgrade for all 67 Fire locations to improve performance/speed
- Focused capital investment and attention on the top 8 business applications to be modernized in the next 2 to 3 years
- Six RFPs posted to begin modernizing core government applications

Before – Layered



After – Flat Structure



Eliminating two mid level layers means there are no filters between senior management and the operational units.... resulting in improved communications and vision execution

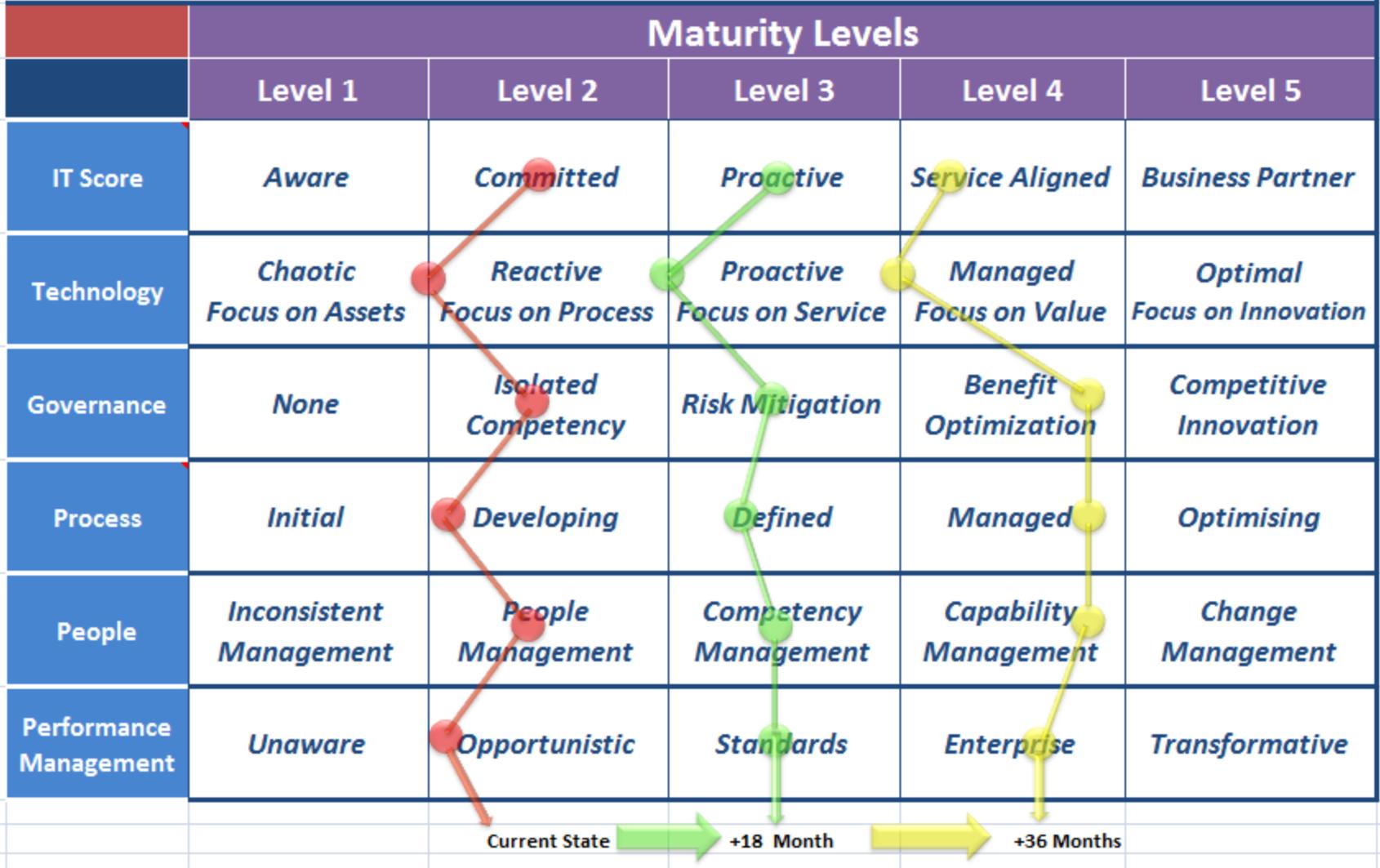
Legend



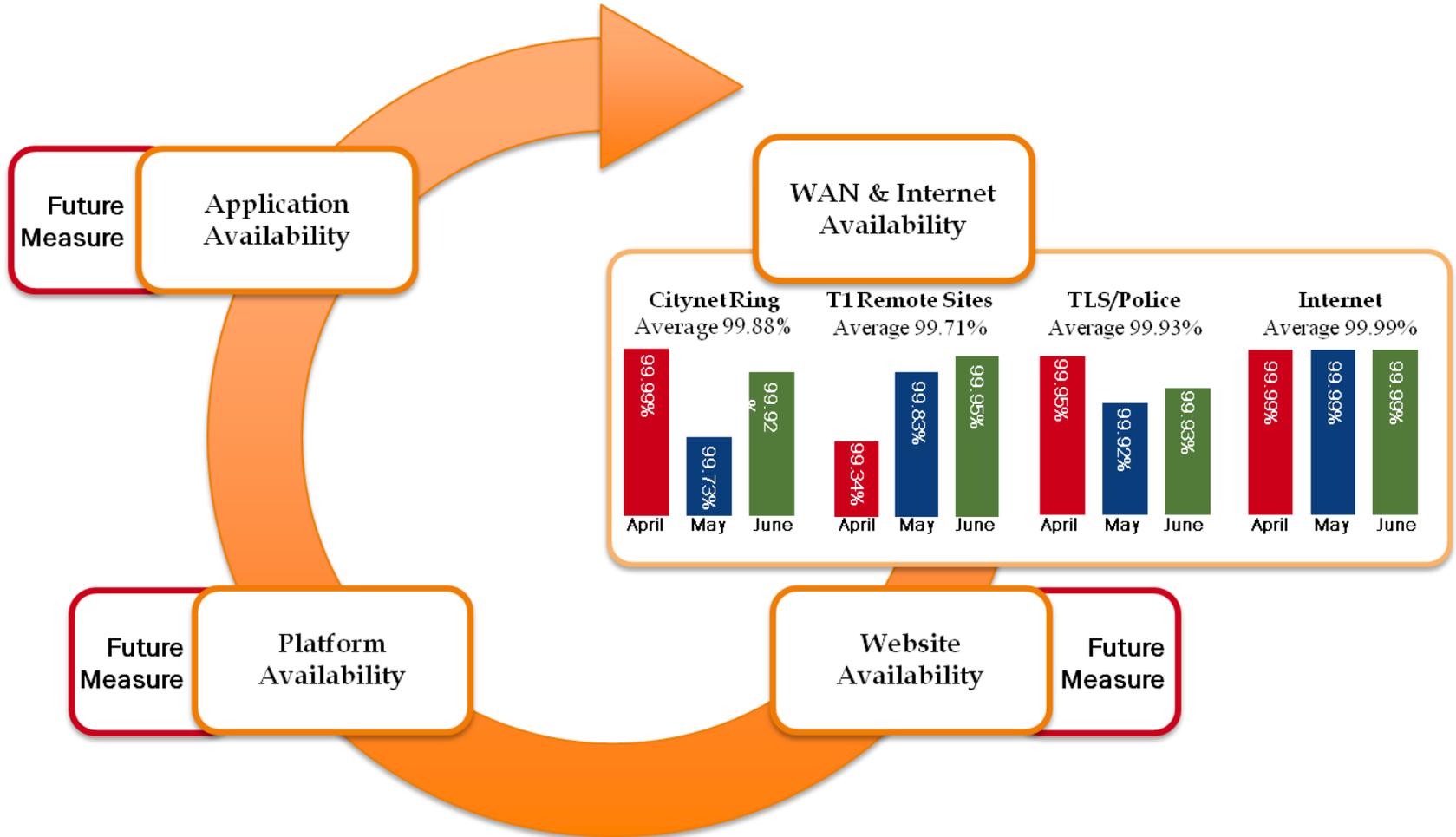


Organizational Maturity Initiative

Office of Innovation and Technology



Infrastructure Performance



Service Desk Performance

Customer Satisfaction Rate



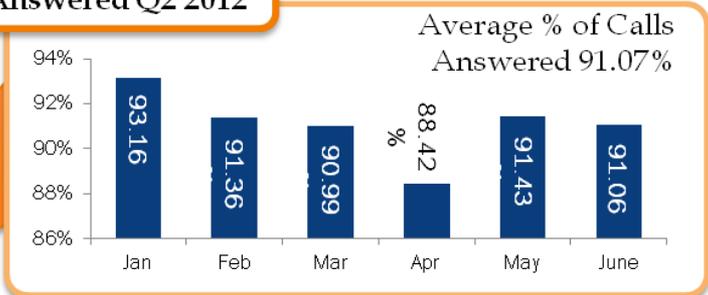
Average Assistance in Minutes



Total Calls Q2 2012



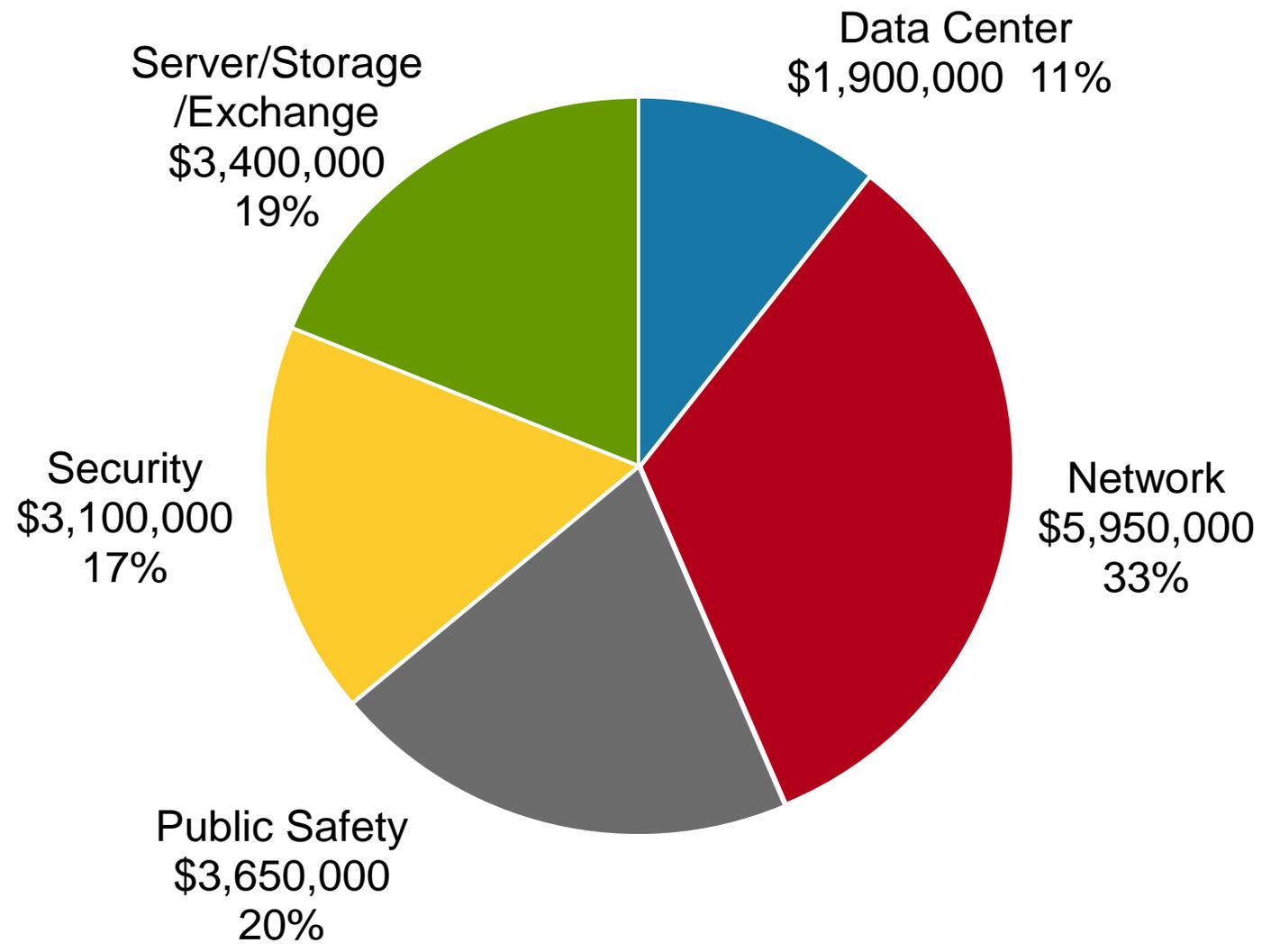
% of Calls Answered Q2 2012



Average Speed of Answer in Seconds



Infrastructure Capital Plan – By Program



2.1 Summary Customer Service Dashboard

	Indicator	Annual Target	FY12 Q1	FY12 Q2	FY12 Q3	FY12 Q4	FY11 YTD	FY12 YTD
Output	Number of incidents opened	N/A	3,212	2,760	3,472	3,869	9,892	13,313
	Number of requests opened	N/A	5,041	4,445	4,717	4,786	17,934	18,989
	Number of other tickets	N/A	2,556	2,343	3,031	3,343	18,179	11,273
	Average time to respond (in days)	TBD	<i>Working to provide data in FY13.</i>					
	Percent of incidents completed within SLA	TBD	77%	78%	76%	79%		78%
	Percent of requests completed within SLA	TBD	73%	77%	75%	76%		75%
Outcome	*Overall customer satisfaction rating (iSupport)	90%	99%	98%	98%	97%		
	*Overall customer satisfaction rating (image based survey – each 1 st and 3 rd quarters starting FY13)	TBD	<i>Working to provide data in FY13.</i>					

Note: iSupport data pulled 7/2/12. Service level agreements are currently based on urgency and are:

High – 1 day Medium – 6 days Low – 10 days

- In FY12 Q4, 68% of total tickets were categorized as an 'incident' or 'request'.
- Due to database issues, some archived data was lost for FY11 Q3. Data excludes tickets that were duplicates, cancelled or had no response.

3.1 Department Budget Dashboard

Fiscal Year 2012 – July 2011 to June 2012
General Funds – Excluding 911 Funds

Previous Fiscal Year 2011
July 2010 to June 2011

3.1 General Fund Appropriations/Obligations	FY12 Current Target Budget	FY12 Projected Obligation	Target Budget minus Projected Obligation	% Difference	FY11 Target Budget	FY11 Annual Obligation	Target Budget minus Annual Obligation	% Difference
Total General Fund	<u>45,374,315</u>	<u>44,597,490</u>	<u>776,825</u>	<u>2%</u>	<u>45,128,946</u>	<u>46,241,217</u>	<u>-1,292,271</u>	<u>-3%</u>
Class 100	17,307,480	16,558,358	749,122	4%	17,201,480	16,725,511	475,969	3%
Class 200	26,572,696	26,553,452	19,244	0%	26,407,170	28,192,750	-1,785,580	-7%
Class 300	227,969	222,365	5,604	2%	340,093	215,653	124,440	37%
Class 400	1,266,170	1,263,315	2,855	0%	1,180,203	1,287,303	-107,100	-9%
Overtime	459,882	610,726	-150,844	-33%	559,000	617,960	-58,960	-11%

Legend % Diff. from YTD Projection

	Above 0%
	0% to -3%
	-4% and below

Summary Finance Dashboard (cont.)

Cable TV, Payphones and 911 Revenues	FY12 Estimate		FY12 Actual	% Difference Estimate vs. Actual		FY11 Estimate		FY11 Actual	% Difference Estimate vs. Actual
Total Revenues	41,297,292		41,479,765	0%		49,777,440		57,967,772	16%
Other Funds Appropriations and Obligations	FY12 Target Budget	FY12 Projected Obligation	\$ Difference	% Difference		FY11 Target Budget	FY11 Projected Obligation	\$ Difference	% Difference
Water Fund	16,861,699	11,458,956	5,403,103	32%		16,857,025	10,909,647	5,947,378	35%
Aviation Fund	<u>5,468,985</u>	<u>5,026,831</u>	<u>442,154</u>	<u>8%</u>		<u>6,294,985</u>	<u>5,986,652</u>	<u>308,333</u>	<u>5%</u>
Total Other Funds	22,330,684	16,485,427	5,845,257	26%		23,152,010	16,896,299	6,255,711	27%

Legend % Diff. from YTD Projection	
	Above 0%
	0% to -3%
	-4% and below



3.2 Internal Financial Processes Dashboard

Indicator		Annual Target	FY12 Q1	FY12 Q2	FY12 Q3	FY12 Q4	FY11 YTD	FY12 YTD
Invoicing	Number of invoices managed	N/A	911	708	748	823	N/A	3190
	¹ Median days to approve	8	8	7	6	5	N/A	7
	¹ Avg. days to approve	12	11	14	9.2	8.5	N/A	10.6
Procurement	Number of procurement requests reviewed	N/A	525	204	279	551	1441	1559
	² Median days to approve	8	15	8	4	2	N/A	6
	² Average days to approve	12	25	16.9	7.3	6.2	N/A	14.1
Contracting	Number of <u>new</u> professional services contracts processed	N/A	7	2	3	2	33	14
	Number of <u>amended</u> professional services contracts processed	N/A	14	23	20	12	63	76
	Average time to conform a professional services contract (in days)	<u>Citywide</u> OIT	<u>107</u> 139	<u>119</u> 96	<u>116</u> 126	<u>145</u> 127	<u>120</u> 125	<u>121</u> 120
	% Contracts conformed before expiration	TBD	100%	100%	58%	NA	NA	46%
	Total dollars contracted	N/A	\$4.9M	\$4.2M	\$3.3M	\$4.6M	\$16.8M	\$17.1M
	% Minority, women, and disabled enterprise contracted	25%	22%	19%	18%	50%	29%	28%

¹Number of days from the time OIT receives an invoice to when it is sent to the ASC.

²Procurement requests include software, hardware, maintenance and communications.



Governance

Processes

- Oversight of the 8 Business Initiatives
 - 2 Projects out for RFP)
- Responsible Use of Social Media
 - Executive Order No. 1-12

Policies

- Working Remotely Policy
- Vendor Visitation Policy

Charter

- Charter for Enterprise Architecture (EA)
 - Charter will identify EA performance metrics

Innovation

Open Data Philly

- Support, refine, and expand initiative with Chief Data Officer
- Currently, 177 data sets are publicly available at www.opendataphilly.org.

Social Media / Community Engagement

- Visualize “community chatter” data and develop community engagement strategies around issues

Public technology partnership building

- Use City as convener model to leverage community and institutional resources and expertise
- Freedom Rings Partnership – 15+ organizational partners

Keypoints Initiative

- Implement and sustain technology-enabled community centers (www.phillykeyspots.org). See next slide for program impact.

Innovation

- **KEYSPOTS Impact (PCC numbers only)**

INDICATOR	AS OF June 2012
OPEN KEYSPOTS	76
WORKSTATIONS AVAILABLE	910
AVERAGE CLIENTS/MONTH (Apr-June)	19,178
AVG RECREATION CLIENTS/MONTH (Apr-June)	7,510
TOTAL CLIENTS SERVED TO DATE	165,354
FULL-TIME JOBS CREATED	9
PART-TIME JOBS CREATED	68

5.1 Quarterly Human Resources Dashboard

- People: Performance Management
- Competency: Job descriptions and training
- Employee Satisfaction

Data will be available for FY13 Q1.

5.2 Staff Availability

The following set of metrics provide information on the availability of staff to perform the work of the department.

	Target	FY12 Q4	FY11 Q4	Comments
Percent of Positions Vacant	TBD	11%	12%	
% of Sick Leave that is Undocumented, All Funds		31%	32%	
Average undocumented sick leave, per employee (in days)		0.73	0.71	
Percent of Employees Retirement Eligible				
Percent of employees in DROP		11.6%	11.7%	
Turnover		2 separations		

5.3 Staff Performance

The following metric shows if the department is current with performance evaluation, important documents for staff growth and development.

	Target	FY12 Q4	FY11 Q4	Comments
Percent of Employees with Current Performance Evaluations	80%	25%		
Average Performance Rating				
DC 33	SATISFACTORY	100%		
DC 47 and Non Rep	OUTSTANDING	32%		
	SATISFACTORY	27%		
	SUPERIOR	41%		

As we look ahead to executing our vision, some opportunities and challenges are:

- A commitment to a workforce management and talent development program to support staff's ability to help us achieve our vision
- A comprehensive security program that includes city-wide PC replacement to dramatically improve our security posture
- A federated IT business model to strike the right balance between central control and agency autonomy
- A priority setting framework for managing the City's infrastructure and meeting service level agreements
- A formal feedback process to better understand our client's needs and expectations
- More emphasis on business transformation when modernizing the city's legacy business applications
- Exploiting cloud services to improve service delivery at a reduced costs
- Advance open data and government transparency initiatives
- An innovation management framework to infuse innovative thinking/solutions for how government delivers day-to-day services

Core Vision

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Manage the City's technology assets efficiently and effectively to help our clients advance opportunities and innovations to modernize City government and improve services to all Philadelphians

Core Mission

Carolyn Brown started working for the City of Philadelphia in 1974 as a Library Assistant for the Free Library. Carolyn worked for the Library until 1887 when she received a promotion to Collection Customer Representative for Revenue. She transferred to MOIS in 1996 and was later promoted to Data Systems User Support Specialist in 1998 and then promoted to Network Support Associate in 2001.

In 2006 she was promoted to Network Support Specialist. On May 16, 2011, Carolyn was appointed as Service Desk Manager for the Help Desk. During her career with the City Carolyn has been characterized as reliable, attentive, consistent, a strong team player and performs beyond her required duties. She has also served as Shop Steward and Executive Board Member for DC#33 Local 696.



Carol's Leadership Qualities

- Acting with purpose rather than getting bogged down by distractions
- Looking for ways to encourage the contributions and development of others rather than focusing solely on personal achievements
- Creating a legacy of accomplishment and contribution in everything she does