



# PhillyStat



Office of Innovation & Technology (IT)

Fiscal Year 2013 Quarter 2

February 21, 2012

[www.phila.gov](http://www.phila.gov)



## 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 and a logic model, both which are 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 to modernize City government and improve services to all Philadelphians.

## Core Mission

# 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 of systems and applications;
- **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 enhance information sharing;
- **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 the second quarter of fiscal year 2013, the Office of Innovation and Technology has continued to improve its performance, and respond to the needs of its business partners.
- Key accomplishments have been:
  - Brought more stability to the City's IT infrastructure, helping to keep availability high
  - Successfully rolled out radio network county-wide ahead of schedule
  - Established a focus on security standards and strategy
  - Migrated 41% of mailboxes to new city-wide email system
  - Added three new payment types to ePay, with two more in development
  - Moved four of eight priority business application projects into contract award phase
  - Established a formal Innovation Management group with a focus on open data, community engagement, and civic innovation
  - Coordinated IT sustainable initiatives with Mayor's Office of Sustainability and the Energy Office

**What is a Maturity Score?**

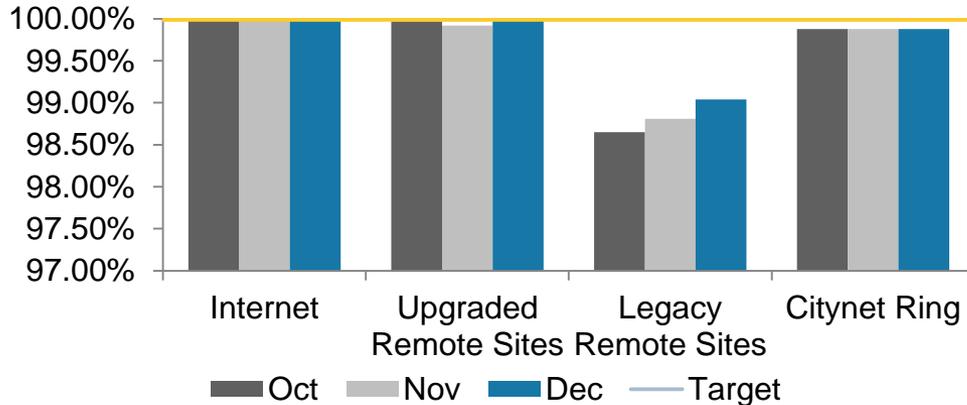
The maturity Score for an IT organization measures how well process is implemented and key functions are managed. As an organization moves to a higher maturity, its performance improves.

|   |  |  |  |   |
|---|--|--|--|---|
| <p align="center"><b>Baseline 2011</b></p> <ul style="list-style-type: none"> <li>▪ Infrastructure &amp; Operations</li> <li>▪ Security &amp; Risk Management</li> <li>▪ Program &amp; Portfolio Management</li> <li>▪ Enterprise Architecture</li> <li>▪ Enterprise Application Organization</li> <li>▪ IT Sourcing &amp; Vendor Management</li> <li>▪ Business Process Management</li> <li>▪ Business Intelligence</li> </ul> |  | <p align="center"><b>Target 2013</b></p> <p>OIT would like to be at level 3 by the end of 2013, which means it is not just enabling departments, but seen as a business partner that can help contribute to improving service delivery and efficiency.</p> | <p align="center"><b>Target 2015</b></p> <p>By 2015, the Office would like to be at level 4, in which it is nationally recognized as a leader in municipal IT.</p> |   |
| <p><b>Functional Level 1</b></p>  | <p><b>Enabling Level 2</b></p>   | <p><b>Contributing Level 3</b></p>   | <p><b>Differentiating Level 4</b></p>  | <p><b>Transformational Level 5</b></p>                    |
| <p>City departments regard IT as a commodity useful for cost-effective transaction processing</p>   | <p>City departments independently leverage IT as and when they consider it necessary</p> | <p>City departments view IT as critical to achieving performance goals</p>   | <p>City departments regard IT as a source of agility and service innovation</p>  | <p>IT is a primary driver of service model innovation</p> |

OIT is in process of assessing the 2012 maturity score. Initial results show progress made in two key areas:  
**Infrastructure & Operations and Security & Risk Management**

**OIT Continues to Make Progress Towards Meeting Availability Targets**

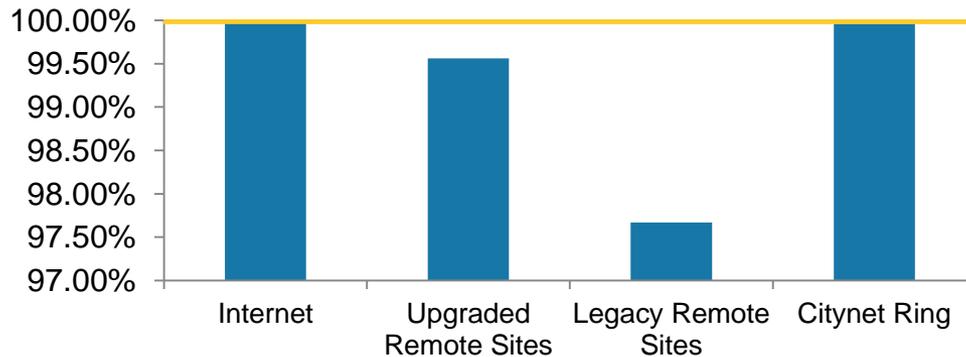
**Availability: Review Quarter (Oct – Dec 2012)**



**Availability** is the percent of time the networks the city relies on to conduct business are up and running.

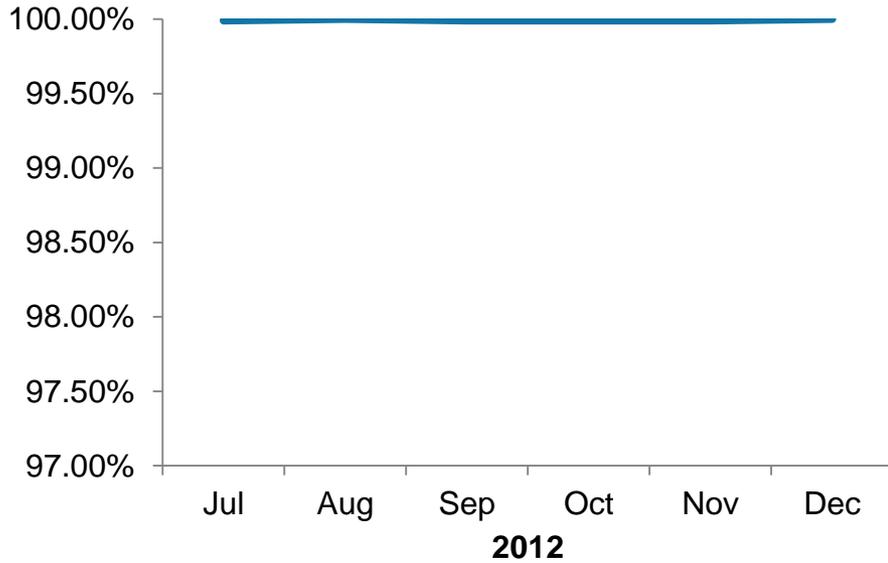
1% of unavailability equals 87 hours of downtime in a 24 day period, so the difference between 100% and 99% can amount to a great loss of productivity.

**Availability: 12 Month Average (Jan – Dec 2012)**



**Public Safety Network Consistently Available for the Past Two Quarters**

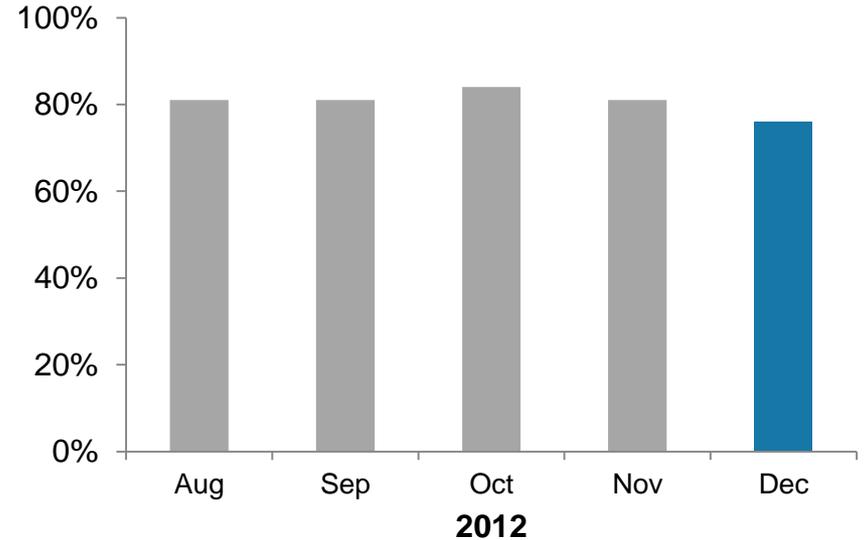
**Availability: Public Safety Radio Network**



The Public Safety Radio Network is a critical communications system for public safety operations. In FY13 Q2, OIT completed the upgrade and expansion of a new network, meeting Communication’s goal ahead of schedule.

**Camera Availability Consistently Above 75% Since August 2012.**

**Availability: Percent of Public Safety Surveillance Cameras Up**



In FY13 Q2 public safety surveillance cameras availability stayed above 75%. In comparison, availability in August 2011 was on average 43%.

## 100% of Priority Business Applications Are On Track

### Priority Business Application Projects (Active) – Quarter 2 Status

| Business Initiative        | Project Description  | Status   | Overall Status  | Pre-Plan & Plan | RFP Develop | Select Vendor & Contract | Design & Implement | Maintain & Operate |
|----------------------------|--|----------|---|-----------------|-------------|--------------------------|--------------------|--------------------|
| 1 Phila.gov Redesign       | Transforming all city websites                                       | On Track | 15% of websites have been updated and launched (11 out of 73), 12% are in progress. | █               | █           | █                        | █                  | █                  |
| 2 Cashiering               | Automation of revenue collection and bill-tracking processes         | On Track | Contract awarded.   | █               | █           | █                        | █                  | █                  |
| 3 CAMA/OPD                 | Support real estate appraisals and property tax calculations         | On Track | On hold pending property reassessment.  | █               | █           | █                        | █                  | █                  |
| 4 Workforce Management     | Enterprise solution to support modern workforce management processes | On Track | Awaiting strategic planning vendor. Engagement Manager assigned.                    | █               | █           | █                        | █                  | █                  |
| 5 Licenses and Inspections | Application to manage municipal code enforcement processes           | On Track | Final stages of contracting vendor. Engagement Manager to be assigned.              | █               | █           | █                        | █                  | █                  |
| 6 311 CRM                  | Application to create, assign and manage requests made by customers  | On Track | Final stages of vendor selection. Engagement Manager to be assigned.                | █               | █           | █                        | █                  | █                  |
| 7 Inmate Management        | Inmate management application replacement/renovation                 | On Track | Awaiting strategic planning vendor. Engagement Manager to be assigned.              | █               | █           | █                        | █                  | █                  |
| 8 Revenue Modernization    | Warehouse revenue data and business intelligence                     | On Track | Awaiting strategic planning vendor. Engagement Manager to be assigned.              | █               | █           | █                        | █                  | █                  |
| 9 Offender System          | Tracks offenders from arrest to arraignment (PARS Renovation)        | On Track | Awaiting strategic planning vendor. Engagement Manager to be assigned.              | █               | █           | █                        | █                  | █                  |

These projects replace old and failing applications that are critical to the missions of the business owners (departments).

**Legend**

|   |  |   |   |
|---|--|---|---|
|   |  |   |   |
| On track to meet program deadlines and budget | Currently off track but can meet program deadline and budget | Unlikely to meet program deadlines and budget without some executive attention. | Will not meet the program deadlines and budget without urgent executive attention |

In addition to the Priority Business Applications, OIT continues to work with business partners on other application implementations, upgrades, and stabilizations. Highlights from the second quarter are:

- Various RFPs are in process for other business applications, such as: Debt Management, Fleet Asset Management, Budget Formulation, and Lobbyists
- CBMS Application, a critical application for managing the capital budget, was stabilized
- Supported OPA's Actual Valuation Initiative (AVI)
- CityWorks, a workorder management application, was launched at Parks and Recreation
- Nearly completed B2GNow, a tool for the Office of Economic Opportunity to track and report on disadvantage contracting and spend
- Improved functionality for ePay, a service that enables departments to collect payment via the internet

## Momentum Is Gaining Behind Capital Infrastructure Programs

### City Wide IT Infrastructure Programs – Quarter 2 Status

| Initiative                   | Short Project Description  | Status    | Comments                           | Design         | Procure        | Implement      | Deploy         | Maintain & Operate |
|------------------------------|--|-----------|------------------------------------|----------------|----------------|----------------|----------------|--------------------|
| 1 Enterprise Upgrade         | Improvements to OIT's datacenter to become a Tier 3 datacenter   | Off-Track | Off-Track                          | [Progress Bar] |                |                |                |                    |
| 2 Unified Network            | Expanding and improving the City's network to increase speed, improve availability, and reach more locations         | On Track  | Program is making progress         | [Progress Bar]     |
| 3 Public Safety              | Implementing new systems in support of CJIS compliance, and upgrading and expanding public safety video surveillance | On Track  | Program on-track to meet deadlines | [Progress Bar]     |
| 4 Security                   | Upgrade and implementation of systems to strengthen the security posture of the City                                 | On Track  | Program is making progress         | [Progress Bar] | [Progress Bar] |                |                |                    |
| 5 Server, Storage & Exchange | Expanding server virtualization environment, increasing storage capacity, and migrating email to Microsoft Exchange  | Off-Track | Off-Track                          | [Progress Bar]     |

These programs use capital dollars to improve, upgrade, and replace the City's IT infrastructure. IT infrastructure consists of the equipment, systems, software, and services used in common across an organization, regardless of mission, program, or project.

End users see the impact of successful infrastructure projects in many ways, a few of which are:

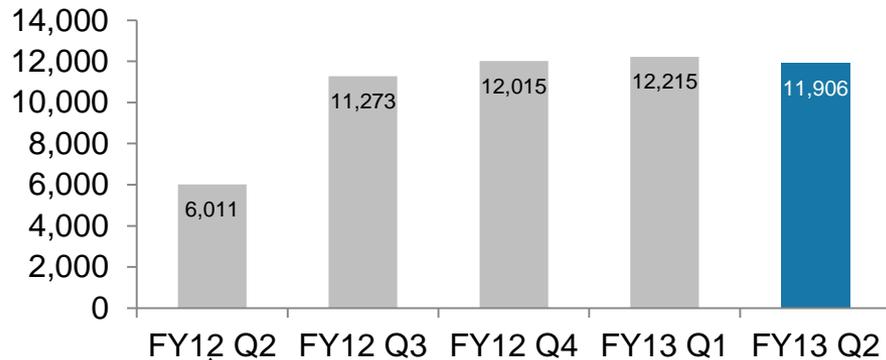
- Reduced time applications are down
- Faster application speeds
- Ability to run more applications at once

#### Legend

- On track to meet program deadlines and budget
- Currently off track but can meet program deadline and budget
- Unlikely to meet program deadlines and budget without some executive attention
- Will not meet the program deadlines and budget without urgent executive attention

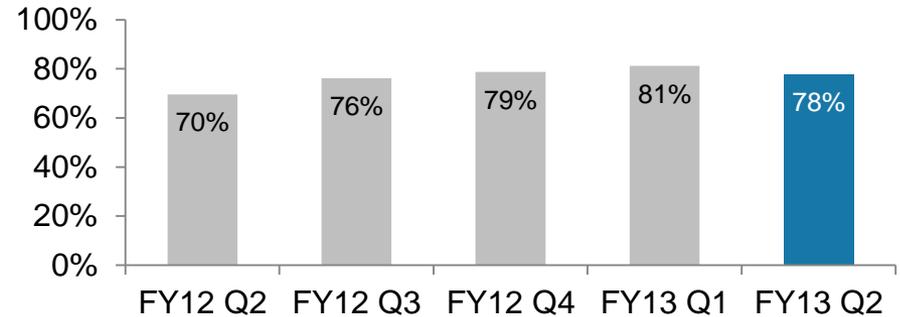
*Issue Resolution Performance Dropped By 3 Percentage Points in the Second Quarter*

**Volume of Service Requests**



↑ System to track service tickets was down in the first month of this quarter. Number does not reflect true volume.

**Percent of Customer Issues Closed Within Service Level for Time to Resolve**

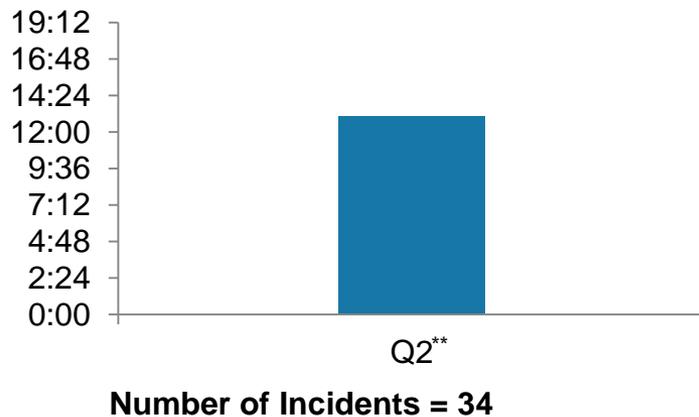


The Service Desk is the first point of contact for anyone in the organization with a technology related issue. In the second quarter of the fiscal year volume of requests dropped due to the holidays.



## OIT Improving Time to Resolve Problems with New Process

### Hours to Resolve Major Incidents\*

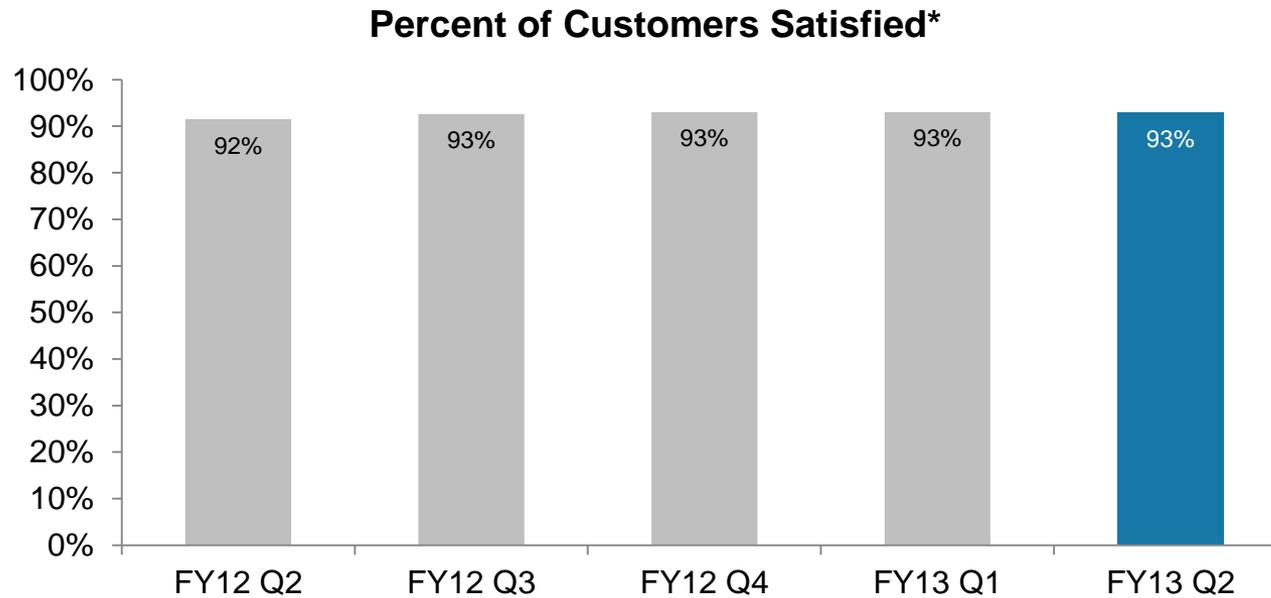


\*A **Major Incident** is an unplanned interruption to an IT Service or a reduction in the Quality of an IT Service. The first goal of the incident management process is to restore normal service operation as quickly as possible and to minimize the impact on business operations.

As an IT organization grows and improves, the number of major incidents and the average time to resolve should decrease.

\*\*This is the first quarter that OIT is tracking this metric

*Customer satisfaction remains high, but the survey response rate still remains below the target*

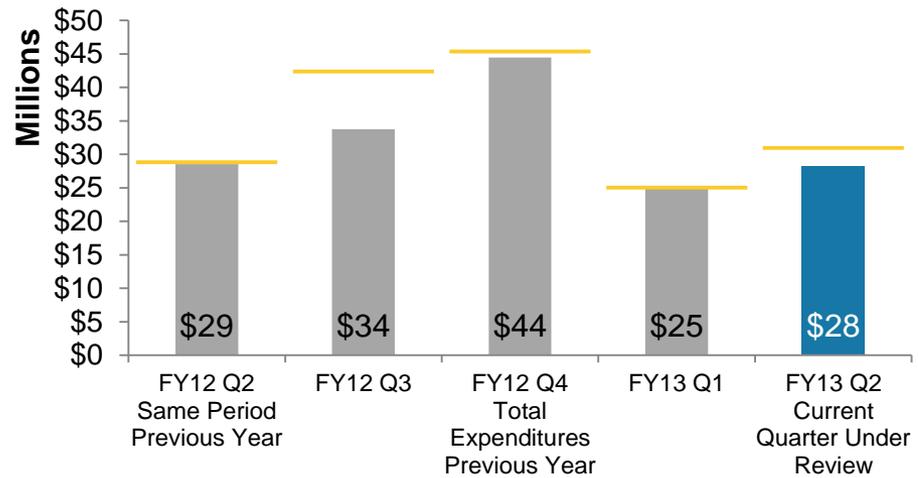


**\*Survey response rate for FY 13 Q2: 17%. Target Rate = 20%**

*Actual obligations after the 2nd quarter were less than the Target Budget projections (excluding 911 funding)*

*IT processed invoices one day ahead of its target processing time, and fell one day short of its target for procurement requests*

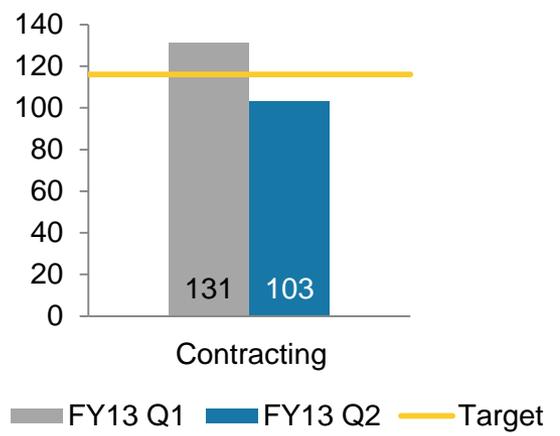
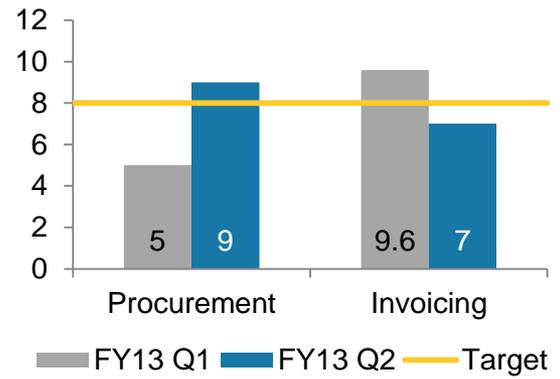
**Budget: Year to Date Quarterly Expenditures versus Target Budget (General Fund excluding 911 funding)**



OIT annually manages a General Fund budget of approximately \$44.5M excluding 911 funds. The 911 appropriations account for about \$26.7M in FY13.

Despite falling somewhat short of Target Obligations by the end of the 2<sup>nd</sup> quarter, OIT fully expects to obligate all of the \$44.5M of General Funds noted above by the end of FY13.

**Financial Processes: Average Processing Times by Quarter**



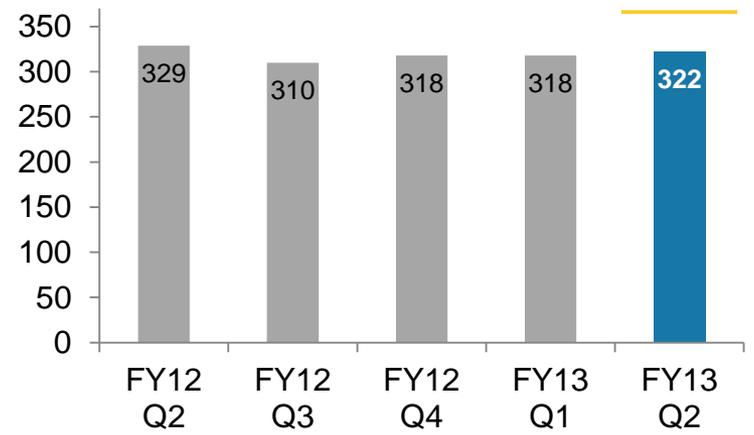
*2013 is the Year of Innovation in the City of Philadelphia*

| Open Data  | Mobile Apps   | Innovation Ecosystem   | Digital Inclusion & Literacy   |
|--|---|--|--|
| <p>Enhance government transparency through publishing data and expanding the use of social media</p>     | <p>Launch mobile apps to enhance citizen interaction with government</p>  | <p>Create a Philadelphia Innovation ecosystem to generate, incubate, and coordinate urban innovation</p>   | <p>Increase digital literacy through technology access and adoption</p>  |
| <p>Create an Open Data Portal</p> <p>Release at least 18 high value City data sets</p> <p>Crime Data</p> | <p>Create a Mobile App strategy</p> <p>Release MyPhillyRising</p> <p>Election Widget</p> <p>Hurricane Sandy</p> | <p>Create an innovation ecosystem and strategic plan</p> <p>Establish innovation management and governance</p> <p>2013 Summit</p> <p>Urban Mechanics</p> | <p>Identify funding streams to sustain KEYSPOt sites post-grant</p> <p>Transition to post-grant KEYSPOt operating model</p> <p>Prepare for KEYSPOt grant close-out</p> |



**Majority of general fund vacancies are in process of being filled**

**Staffing: Number of Positions versus Quarterly Target**



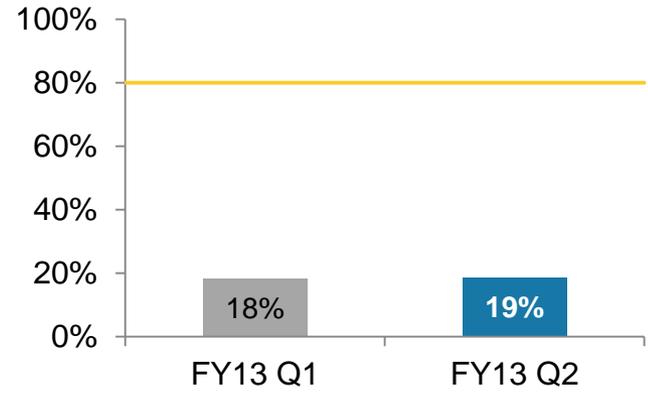
**Total Vacant Positions 44**

**Water Fund 21**  
**General Fund 23**

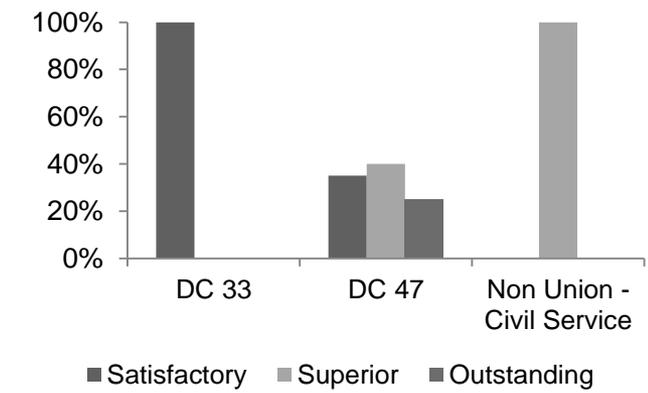
| General Fund Break Out |                                   |   |
|------------------------|-----------------------------------|---|
| IT Division            |                                   | 9 |
| Communications         |                                   | 4 |
| 911 Admin              |                                   | 1 |
| Departmental           |                                   | 9 |
|                        | <i>Police</i>                     | 3 |
|                        | <i>Fire</i>                       | 1 |
|                        | <i>City Planning</i>              | 1 |
|                        | <i>Licenses &amp; Inspections</i> | 1 |
|                        | <i>Human Resources</i>            | 1 |
|                        | <i>OPA</i>                        | 2 |

**Plan in place to get to 100% of staff current with performance evaluations by August 2013**

**Performance Evaluations: Percent of Civil Service Employees with Current Evaluations**



**Distribution of Performance Ratings**



## Employee of the Second Quarter



**Nick Susi**

*Director of IT Financial  
Administration*

Employee of the Quarter  
FY2013 Quarter 2

Nick Susi is the Director of IT Financial Administration for the Office of Innovation and Technology. Over the past two years, the Office of Innovation and Technology has focused on improving its financial management function, and Nick's contributions to this effort have been invaluable.

Nick is always a dedicated and hard worker, but in the second quarter he went above and beyond in the preparation for the fiscal year 2014 budget submission. Nick put in many hours at night, on weekends, and at home ensuring the operating budget was pulled together. His delightful demeanor and strong relationship building skills helped while working closely with operating departments to develop each of their budget submissions. He also took the initiative to implement a new tracking function to make the process easier next year.

For his exemplary performance helping to create the fiscal 2014 budget submission, Nick Susi is OIT's employee of the second quarter.

## Employee of the First Quarter

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 1987 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

## Challenges

- Access to talent
- Increasing vendor pool who respond to requests for proposals
- Keeping all eight priority business projects on track

## Wins

- Launched the 311 mobile app
- Launched L&I website and API
- Launched GIS interactive mapping portal
- Launched election polling add-on to 311 mobile app
- More than 40% of City employees have been migrated to Enterprise Email
- 80% of surveillance cameras are now operational
- Recognized by White House as Champion of Change
- Bloomberg Cities of Service
- City wide Radio implementation is entering final implementation stage
- Record number of RFPs have been posted in past 12 months

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## Core Mission