



Agenda Date: 9/13/2005
Agenda Placement: 9C

NAPA COUNTY BOARD OF SUPERVISORS Board Agenda Letter

TO: Board of Supervisors
FROM: Britt Ferguson - Acting Director
Human Resources
REPORT BY: Karla Jensen, Human Resources Analyst II , (707) 253-4489
SUBJECT: Information Technology Services - Technology Work Plan and related amendments to the Departmental Allocation List and the Table and Index

RECOMMENDATION

Information Technology Services Director and County Executive Officer request the following in connection with the Information Technology Services Division of the County Executive Office:

1. Receive the Technology Workplan report from the Information Technology Services Director; and
2. Adoption of a resolution regarding the following, effective, September 24, 2005:
 - a. Amend the Departmental Allocation List to delete:
 - i. Thirty (30) *Senior Information Systems Specialist/Information Systems Specialist I/II, [*Nine (9) positions only to be at Senior level];
 - ii. One (1) (M) Director of Management Information Services; and
 - iii. Two (2) Information System Assistants;
 - b. Amend the Departmental Allocation List to add:
 - i. Thirty (30) flexibly staffed Senior Information Systems Specialist/Information Systems Specialist I/II;
 - ii. One (1) (M) Chief Information Officer;
 - iii. One (1) (M) Geographic Information Officer; and
 - iv. One (1) (M) Technology Architect;
 - c. Amend the Table and Index to:
 - i. Add (M) Chief Information Officer, (M) Geographic Information Officer, and (M) Technology Architect; and
 - ii. Delete (M) Director of Management Information Services;
 - d. Amend appropriate policies to:
 - i. Add (M) Chief Information Officer, (M) Geographic Information Officer, and (M) Technology Architect; and
 - ii. Delete (M) Director of Management Information Services.

EXECUTIVE SUMMARY

During the March 22, 2005 Board meeting, the County Executive Officer (CEO) conducted a study session with the Board to discuss various issues related to the Fiscal Year 2005-2006 budget. One of the issues discussed was a proposal by the CEO and Information Technology Services (ITS) Director to reorganize the ITS division of the County Executive Office. A primary objective of the reorganization plan was to move the division toward a more customer-focused service delivery model designed to assist departments in the use of technology to streamline their organizations and to encourage departments to increase their utilization of the County's existing IT applications. A key component of the reorganization plan involved the creation of a new "Information Technology Specialist" classification that would have responsibility for customer relationship management duties in addition to the more traditional and customary duties currently performed by the incumbent Information Systems Specialists.

Because the proposed Information Technology Specialist classification included customer relationship management duties, these positions were considered to be a higher classification than the existing Information Systems Specialist classification, and therefore subject to a higher pay status. The salaries and job description for the proposed new classification are subject to the meet and confer process. Therefore, subsequent to the March 22nd study session, staff engaged in the meet and confer process concerning the proposed reorganization plan with representatives of the Public Service Employee and Public Service Employee Supervisory Units of SEIU, Local 614.

During these discussions, the union proposed an alternative to the reorganization plan that would not include the creation of the new Information Technology Specialist classification, and therefore would not entail a recruitment process, promotions, or a salary increase. The assumption underlying the union's proposal was that the customer focus component of the proposed new classification would be a reasonable and natural component of the current Information Systems Specialist classification, and that the current job description need only be amended slightly to address the customer focus component.

After reviewing the objectives of the proposed reorganization and after further discussion with the union, staff concluded that the objectives of the the proposed reorganization could be met within the context of the union's proposal. Therefore, instead of implementing the original reorganization plan, the CEO and ITS Director are now recommending implementation of a revised plan or "realignment" that includes the essence of the customer focus component deemed necessary to meet the needs of customer departments.

Details of the proposed realignment are included in the RECOMMENDATION and the BACKGROUND sections of this staff report. Additionally, the ITS Director has prepared a Technology Work Plan that identifies the major considerations driving the original ITS reorganization plan and the rationale for the ITS realignment plan presented before the Board today. The Technology Work Plan is attached to this staff report.

FISCAL IMPACT

Is there a Fiscal Impact?	Yes
Is it currently budgeted?	Yes
Where is it budgeted?	Information Technology Services
Is it Mandatory or Discretionary?	Discretionary
Discretionary Justification:	These positions will assist with the overall management of the division and will provide additional emphasis in two very important technology areas. Additionally, the departmental realignment outlined in this staff report is expected to allow ITS to better meet current and future technology and

	customer service requirements.
Is the general fund affected?	No
Future fiscal impact:	<p>The two new positions, Geographic Information Officer and Technology Architect, will be funded this fiscal year through salary savings from current vacant positions. The net annual cost increase associated with adding the Geographic Information Officer and Technology Architect and deleting two vacant Information Systems Assistant Positions is approximately \$118,000. However, ITS has two additional vacant positions (an Information Systems Assistant and Computer Systems Coordinator) that it plans to keep vacant and possibly eliminate at a later date. If cost savings from those positions are factored in, ITS will experience a net cost savings of approximately \$50,000.</p> <p>As discussed with the Board during the March 22, 2005 budget study session, the ITS Division has proposed no rate increase to user departments for the 2005-2006 fiscal year, despite a general trend in recent years of increasing salaries and benefits expenses. In essence, ITS has managed to absorb increased salary and benefits expenses in recent years through careful budget management practices. However, as mentioned during the March budget study session, in future fiscal years rate increases and/or reductions in staffing for ITS will likely be required due to a general trend of increasing labor costs associated with cost of living increases and equity adjustments, as well as increases in employee retirement and medical benefits costs.</p> <p>The CEO and ITS Director have closely monitored the division's revenue and expenses in the past and will continue to do so in the future. Please see the attached Technology Work Plan (especially pages 4-5) for an explanation of current ITS cost containment strategies.</p>
Consequences if not approved:	The existing ITS management team will perform these duties as they have in the past.
Additional Information:	None

ENVIRONMENTAL IMPACT

ENVIRONMENTAL DETERMINATION: The proposed action is not a project as defined by 14 California Code of Regulations 15378 (State CEQA Guidelines) and therefore CEQA is not applicable.

BACKGROUND AND DISCUSSION

During the March 22, 2005 Board meeting, the County Executive Officer (CEO) conducted a study session with the Board to discuss various issues related to the Fiscal Year 2005-2006 budget. One of the issues discussed was a proposal by the CEO and Information Technology Services (ITS) Director to reorganize the ITS division of the County Executive Office. A primary objective of the reorganization plan was to move the division toward a more customer-focused service delivery model designed to educate user departments more about how to use technology to streamline their organizations and to assist departments to increase their utilization of the County's existing IT applications. Thus, the reorganization plan focused on the steps necessary to building and maintaining partnerships with the division's customers.

A key component of the reorganization plan, therefore, involved the creation of a new "Information Technology Specialist" classification that would have responsibility for customer relationship management duties in addition to the more traditional and customary duties currently performed by the incumbent Information Systems Specialists. A major feature of the proposed Information Technology Specialist classification was that, in addition to requiring technical data processing skills, these positions would have a significant customer relations function and would focus in part on using existing technology to better meet the needs of the user departments.

Accordingly, the reorganization plan contemplated creating twenty-four positions in the new classification series of Information Technology Specialist and, after filling these twenty-four new positions, deleting the resulting twenty-four vacancies from the departmental allocation list. According to the reorganization plan, the twenty-four new positions were to be filled through an internal recruitment process in which the relevant user departments would participate in the selection process with the intent to achieve the best match of skills and abilities between the Information Technology Specialist and the department for which they would be the "customer relations manager." Employees not selected for one of the new positions would stay in their current classification.

In performing the relationship manager aspect of their duties, the new Information Technology Specialists would be expected to:

- | Create and maintain partnership with customers;
- | Coordinate communication of strategy and priorities to the assigned department;
- | Communicate the ITS division's responses concerning assigned department strategies, business requirements, and needs;
- | Understand the assigned department's business as well as technology possibilities;
- | Educate the assigned department concerning current portfolio of applications and services;
- | Understand County structures, goals, and objectives; and
- | Facilitate business process improvements in their assigned department.

Because the proposed Information Technology Specialist classification included the customer relationship management duties outlined above, these positions were considered to be a higher classification than the existing Information Systems Specialist classification, and therefore subject to a higher pay status. The pay for the proposed new classification, which is subject to the meet and confer process, was originally estimated by staff at approximately 3% - 5% above the existing Information Systems Specialist classification. Selection for the new classification would be considered a promotion and therefore subject to the County's standard six-month probationary period for promotions. Like the salary for the new classification, the new classification job description and duties are subject to the meet and confer process process. The reorganization plan also envisioned that the ITS Director would include in the departmental training program both formal and informal training opportunities designed to develop employees' customer relations management skills.

In addition to the creation of the twenty-four new Information Technology Specialist positions, the proposed reorganization also involved a title change for the ITS Director to Chief Information Officer, the deletion of several vacant Information Systems Specialist and Information Systems Assistant positions, and the addition of two new management classifications: Geographic Information Officer and Technology Architect. The Geographic Information Officer (GIO) would be responsible for overseeing the development and implementation of the County's comprehensive Geographic Information System, a very complex system that involves most, if not all, County departments. The Technology Architect would be responsible for assisting ITS management in setting standards and ensuring that technology infrastructure is up-to-date.

Subsequent to the March 22nd study session, staff engaged in the meet and confer process concerning the proposed reorganization plan with representatives of the Public Service Employee and Public Service Employee Supervisory Units of SEIU, Local 614. During these discussions, the union proposed an alternative to the

proposed reorganization that would not include the creation of the new Information Technology Specialist classification, and therefore would not entail a recruitment process, promotions, or a salary increase as envisioned in the original reorganization plan. The assumption underlying the union's proposal was that the customer focus component of the proposed new classification would be a reasonable and natural component of the current Information Systems Specialist classification, and that the current job description need only be amended slightly to address the customer focus component.

After reviewing the objectives of the proposed reorganization and after further discussion with the union, staff concluded that the objectives of the the proposed reorganization could be met within the context of the union's proposal. Therefore, instead of the implementing the original reorganization plan, the CEO and ITS Director are now recommending implementation of a revised plan or "realignment" that includes the essence of the customer focus component deemed necessary to meet the needs of customer departments and also provides the ITS Director with greater flexibility in meeting departmental needs and staffing requirements by making all the Information Systems Specialist positions (I,II, and Senior) flexibly staffed. (Currently, the Information Systems Specialist classification is flexibly staffed, but the number of Senior Information Systems Specialists is limited to nine.)

The amendments to the Departmental Allocation List and Table and Index, as outlined above in the RECOMMENDATION, if approved by the Board, will allow for the implementation of the ITS customer focus realignment without creating the twenty-four Information Technology Specialist positions as originally proposed. Instead, the customer focus component of the existing Information Systems Specialist will be an acknowledged component of the classification and the job specification will be amended to reflect those duties.

As a result, the Information Systems Specialist classification series will experience a realignment in job duties (but not an increase in workload) to include customer focus duties and requirements. The customer focus duties for the the Information Systems Specialist I,II, and Senior classifications will be reflective of the gradient in the expectations, responsibilities, work assignments, and skill levels required at each level of the series. Because the proposed Information Technology Specialist classification will not be created, there will be no interviews, hiring, promotions, reclassification or probation for this position.

In order to implement the objective of developing a more customer-focused service delivery model, employees in the existing Information Systems Specialist classification series may be assigned to specific County departments or functional areas for customer focused duties. They may be assigned to work with departments in teams or individually, depending on the customer service requirements and staffing needs as determined by the ITS Director. The ITS Director will conduct an informal process with customer departments, ITS management, and ITS employees with the intent to achieve the best match of skills and abilities with the needs of customer departments. The ITS Director will include in the departmental training program both formal and informal training opportunities designed to develop employees' customer focus skills.

Some components of the original reorganization plan were retained in the ITS realignment plan. These components, which are included in the recommended action, are outlined below:

- | A title change for the ITS Director to Chief Information Officer.
- | Deletion of two vacant Information Systems Assistant positions.
- | The creation of two new management classifications: Geographic Information Officer and Technology Architect.

Please see the attached Technology Work Plan for a more detailed explanation of the rationale supporting the original ITS reorganization plan and the realignment recommendation that is before the Board today.

SUPPORTING DOCUMENTS

- A . Workplan
- B . Resolution

CEO Recommendation: Approve
Reviewed By: Britt Ferguson