



COUNTY OF SAN MATEO
County Manager's Office/Information Services Department

Information Only

DATE: September 24, 2012

TO: Honorable Board of Supervisors

FROM: David Holland, Assistant County Manager, 363-4131
Reyna Farrales, Deputy County Manager/Interim ISD Director, 599-1284

SUBJECT: **Core IT Update**

Background:

During the March preliminary budget hearings, your Board requested the review of Countywide core information technology (Core IT) support to determine the feasibility of centralizing these services. Currently the County has a hybrid model for delivering Core IT services – either ISD or departmental staff provide support. (ISD currently supports 65% of the County.)

In June, a status report was provided to your Board highlighting some of the work that has been initiated to examine the possibility of migrating Core IT support to a central provider as noted below:

- **Created a Core IT Committee** representing several departments including Child Support Services, County Manager's Office, District Attorney's Office, Human Resources, Sheriff's Office, Public Works/Parks, Health System, and ISD;
- **Hosted an IT Leadership Forum** for departmental IT staff to obtain information about their services and staffing levels;
- **Defined Core IT service areas** (including support for PC's, Portable Mobile Devices, Operating Systems, Servers, Network Printers, Active Directory, Email, Data Network, Telephone Network, Middleware/Integration Services, Centralized Back-up, IT Change Management, Data Center Management, IT Service Desk, Video Conferencing, Asset Management, and Countywide Applications, e.g., Payroll, GIS, ATKS, ECM, LMS); and
- **Surveyed departments** relating to their Core IT services and staffing.

Discussion:

Based on initial information obtained by the Committee we believe there are opportunities to consolidate Core IT services in the County. Our review has focused on the following key areas:

Staffing: The Committee has begun to analyze the information received from departments pertaining to their workload and staffing levels. Preliminary information reflects that there are 178 IT positions Countywide (both in ISD and departments), which represents about 3% of the workforce. Departments indicated their staff spend most of their Core IT time supporting PCs/Virtual Desktop Instance (VDI), Operating System/Office Automation, and File Servers. The staffing required to support Core IT is currently being reviewed and the Committee will determine if additional follow-up will be needed (e.g., completion of duty statements). A classification review of ISD positions (System Engineer series and Project Manager) has been initiated to align classifications with current and future organizational needs. Once the project is completed, departmental positions may be reviewed as part of Core IT.

Ratios: Another area the Committee is reviewing is industry best practices relating to staffing ratios for Desktop/Laptop and Server Support. Industry Standards (from Gartner) indicate that an organization our size typically has 1 FTE per 290 Desktops/Laptops and 1 FTE per 51 Servers. Based on a preliminary review, overall the County has 1 FTE per 287 Desktops/Laptops (or Nodes) and 1 FTE per 57 Servers. Both of these metrics are in alignment with industry standards. However, when we drill down at the department level we have various fluctuations. Some department's ratios far exceed the standard and others are significantly under. Further review as to why there are significant variances will be pursued.

Structure/Service Levels: The Committee is also in the process of reviewing other public agencies' IT structures. Sixteen agencies were recently contacted and findings indicate that the majority have Internal Service Funds and nearly 1/3 are fully centralized, with the remaining agencies having hybrid models. Some of the counties with hybrid models are now moving toward a centralized structure, including Sacramento County. (Refer to Attachment A for a summary of findings.) Additional agencies will be contacted in an effort to gain insight into best practices. A Service Level Agreement (SLA) template will be developed that outlines service requirements and performance measures (e.g., response rates). A subcommittee has been formed to begin this process.

The Committee will provide your Board with an update in January 2013 that will include initial set of recommendations toward consolidated or shared IT structure. It is anticipated that any recommendations made by the Committee will be submitted to the County Manager as part of next year's budget.

Please feel free to contact us with any questions. Thank you.

Attachment A: Core IT - Funding and Practice Comparison

ISD has reached out to other Counties in California and private sector companies to see how IT is structured in their organizations. Seventeen Counties and two corporations responded to our request for information. The areas of focus were the funding source for IT support; General Fund (GF) or Internal Service Fund (ISF) and the practice; central support or hybrid. For this exercise, Core IT was defined as (PC, Server & Printer) support, Telephone, Networking and Service Desk.

The results varied for the Counties with the private sector companies being General Fund and centralized. The majority of the Counties are ISF (12 of 17). Five Counties are 100% centralized. Three Counties have hybrid models where all Core IT are duplicated between Central IT and Departmental IT. The remaining are a mixture with Telephone and Networking being common centrally supported services.

To best illustrate the different models, please refer to the chart.

Organization	Funding Source	Core IT by Central IT	Core IT by Departmental IT	Comments
Amador County	GF	All	None	
Shasta County	ISF	All	None	
Solano County	ISF	All	None	
San Benito County	GF	All	None	
Lassen County	ISF	All	None	
Monterey County	GF	Telephone, Network, SD		Looking to change to ISF
		PCs, Servers, Printers	PCs, Servers, Printers	
Santa Cruz County	ISF	Telephone, Network, SD		
		PCs, Servers, Printers	PCs, Servers, Printers (only Human Svs)	
Sonoma County	GF	Telephone, Network, SD		
		PCs, Servers, Printers	PCs, Servers, Printers	
El Dorado County	GF	Telephone, Network		
		PCs, Servers, Printers, SD	PCs, Servers, Printers, SD	
Sacramento County	ISF	Telephone, Network, SD		Moving toward centralization
		PCs, Servers, Printers	PCs, Servers, Printers	
Santa Clara County	ISF	Telephone, Network		Moving toward centralization
		PCs, Servers, Printers, SD	PCs, Servers, Printers, SD	
Stanislaus County	ISF	Telephone, Network		
		PCs, Servers, Printers, SD	PCs, Servers, Printers, SD	
San Mateo County	ISF	Telephone, Network		
		PCs, Servers, Printers, SD	PCs, Servers, Printers, SD	
Ventura County	ISF	Telephone, Network		Moving toward centralization
		PCs, Servers, Printers, SD	PCs, Servers, Printers, SD	
Tulare County	ISF	All except ->	Sheriff and DA - All	
Sutter County	ISF	All except ->	Child Support - All	
San Bernardino County	ISF	All	All	
VMWare	GF	All	None	
Symantec	GF	All	None	

