

Attachment 3 – ISMP Service Delivery Projects Detail

ID	Project	Status	Completion Date
SD1	Realign district IT organizational structure	In progress	Jun 2018
	<p><u>Objectives:</u></p> <ul style="list-style-type: none"> • Organize IT support functions within IMSD according to best practices • Clarify reporting structures <p><u>Expected Benefits:</u></p> <ul style="list-style-type: none"> • Streamlined reporting relationships • More efficient work processes • Better ability to support customer needs • Improved clarity regarding support responsibilities and personnel <p><u>Progress:</u></p> <p>Currently, the IT organization structure serves the District’s people, process, technology, and business management. As per the Gartner’s Infrastructure and Operations Maturity Model, District IT operates at a committed level where we are starting to be a technology centric organization, there is investment in technology at an enterprise level in hardware and software, and enterprise software applications are being upgraded with optimized process flows.</p> <p>The goal is to organize the IT organizational structure from being inward-focused and reactive to one that is outward-focused and proactive - to deliver measurable business value, constructively and proactively engage with the business, plan for demand and understand customer needs, keep software solutions up to date, and provide governance to IT operations and architecture to ensure strategic success.</p> <p><u>Next Steps:</u></p> <p>Collaborate with staff to restructure the current organization. Restructuring will help define roles and responsibilities of IT employees, and appropriately size the span of control of Unit Managers to promote staff specialization and cross training capabilities.</p>		

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ID	Project	Status	Completion Date
SD2	Implement a structured IT service methodology	In Progress	Jun 2020
	<p><u>Objectives:</u></p> <ul style="list-style-type: none"> • Formally adopt ITIL as IMSD's service methodology • Create a centralized point of contact for all IT-related issues at the District • Implement a vended IT help desk software solution that includes service desk tickets, knowledge packs, customer self-service support, and automated configuration management capabilities (e.g., ability to push updates to workstations) • Implement revised help desk processes that reflect the District's formal IT service management methodology • Define IMSD's catalog of IT services, associated service levels, and costs • Develop core and customized service packages for department customers • Increase communication between business units and IMSD • Improve business unit satisfaction with IT services • Reduce or eliminate business units' ability to unilaterally procure third party IT products and services • Conduct an informed analysis of IT outsource services on an as-needed basis <p><u>Expected Benefits:</u></p> <ul style="list-style-type: none"> • Increased efficiency by consolidating IT-related communications through the help desk • Enhanced IMSD coordination by ensuring IT issues are appropriately documented and communicated • Improved user ability to solve IT problems through the use of IT help desk self-service • Better insight into the District's most common IT issues • Improved ability to analyze the cost of IT support services across systems, technical infrastructure and users • Better clarity surrounding IT service offerings, service levels, costs and business value • More accurate measurement of the true costs of IT services • Ability to compare cost-benefits of internal versus outsourced IT services • Enhanced customer satisfaction surrounding IMSD services • Increased business unit confidence in IMSD • Reduced expenditures for unnecessary third party IT services 		

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	<ul style="list-style-type: none">• More cohesive and team-oriented approach to solving business issues with IT solutions <p><u>Progress:</u> IT started implementing service methodology based on Information Technology Infrastructure Library (ITIL). ITIL is a set of practices for IT service management that focuses on aligning IT services with the needs of the business. IT division unit managers, supervisors, and key staff successfully completed training and certification in ITIL Practitioner, which lays the foundation for next steps.</p> <p><u>Next Steps:</u> Continue developing service methodology in service request fulfillment to provide a single, consistent process through which customers can get access to standard services, improve customer satisfaction through timely and efficient processing of requests, and answer questions and assist customers in selecting the right services.</p>
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SD3	Implement a structured system development life cycle (SDLC) methodology	In Progress	Dec 2017
	<p><u>Objectives:</u></p> <ul style="list-style-type: none"> • Implement a formal, documented software development methodology based on best practices – tailored to the District's needs/environment • Train and certify staff on the chosen tools and methodology <p><u>Expected Benefits:</u></p> <ul style="list-style-type: none"> • Higher probability of fully meeting user requirements with in-house development efforts • Enhanced ability to track development efforts • Better management of software versioning, testing, and change management • Consistent user experience for in-house developed applications • Less complex development environment • Clear direction for developer skills and ability requirements and attendant training • Reduced reliance on individual skills sets • Easier developer workload management • Enhanced support for in-house developed applications <p><u>Progress:</u> Formal, documented software development methodology were developed and APEX was selected as the development platform. Staff have been trained in and are using the new development toolset since 2015.</p> <p><u>Next Steps:</u> Provide on-going training and reinforce adoption of SDLC.</p>		

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ID	Project	Status	Completion Date
SD6	Adopt an IT succession plan	In Progress	Jun 2018
	<p><u>Objectives:</u></p> <ul style="list-style-type: none"> • Identify IMSD staff with mission-critical skillsets and/or responsibilities who will retire or otherwise leave SCVWD in this plan's time horizon • Coordinate the availability of open positions with identified skill gaps • Develop a formal plan for replacing IT personnel through internal promotions and/or training, outside recruitment, outsourcing, or a combination thereof <p><u>Expected Benefits:</u></p> <ul style="list-style-type: none"> • Minimized skill gaps during IT staff transition • Avoidance of interruption in IT service levels <p><u>Progress:</u></p> <p>IT adopted the District's succession plan which responds to the challenges of the "retirement wave" of baby-boomer staff leaving the organization. This plan provides a framework of activities for the succession planning, e.g., external development programs, job rotations, technical training, cross training, internships, and the use of one-on-one coaching. Staff also participated in the Emerging Leaders Certification Program that provide training in administrative skills, soft skills, and career development support.</p> <p><u>Next Steps:</u></p> <p>Continue to work closely with the Workforce Development Program to promote succession planning in the Division.</p>		