



# IT Professional Services & Staff Augmentation

Business Item: 2023-255



10/25/2023

# Introduction



## Culmination of a plan

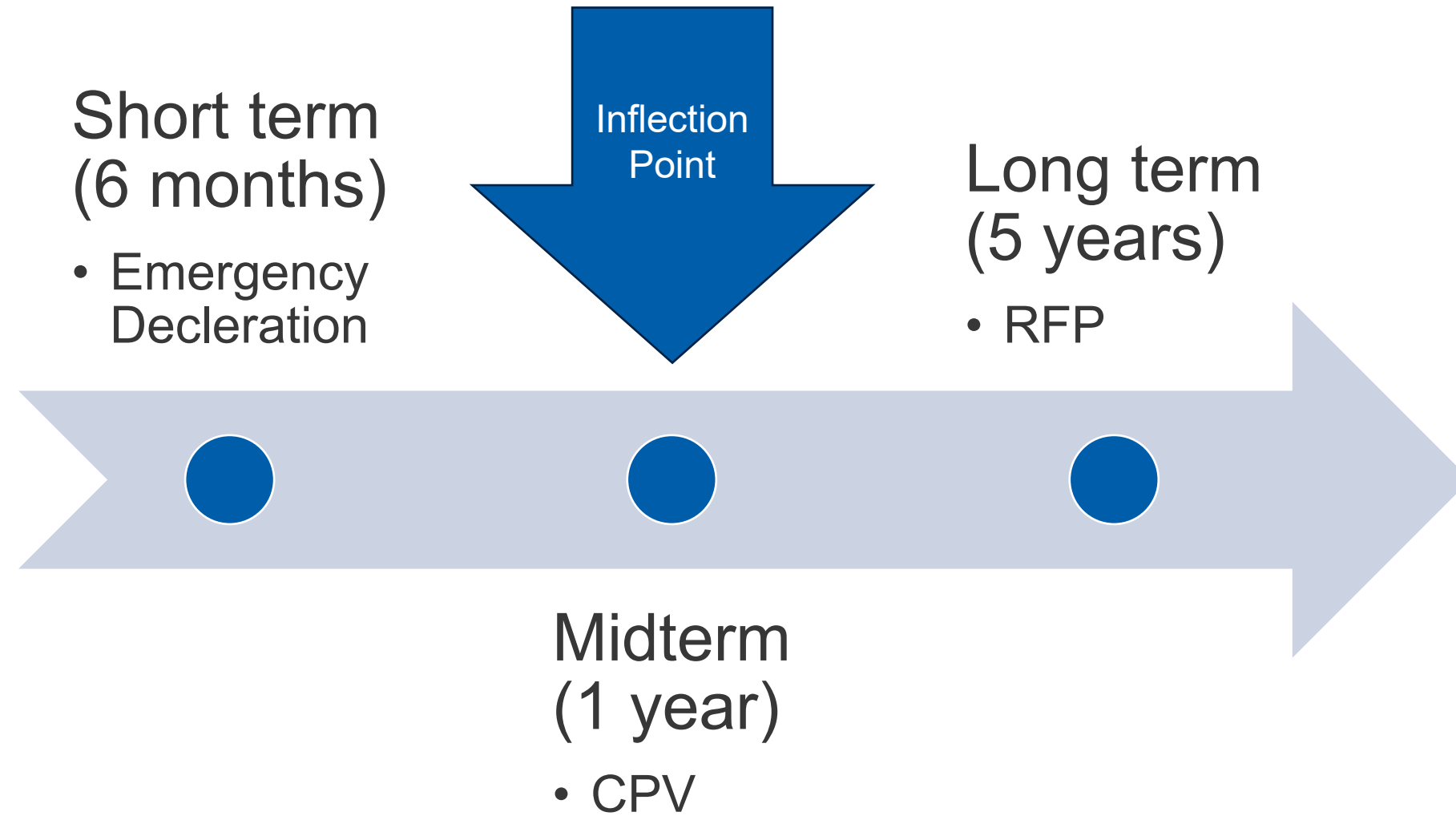
- Part 3 of 3 parts
- 18 months in the making
- 7 Council actions
- Review and details ahead

# What are IT professional services?



- On demand temporary staff to
  - Provide increased capacity during temporary increases in demand for IT service
  - Backfill for vacancies as Council staff are hired
  - Offer skills otherwise not already within the Council
- 11% of government IT budgets on average
- 3% of the 2023 IS budget
- 2% of the 2022 and 2021 IS budget
- Not outsourcing in this case

# The plan



# Review of events to date



# The "great resignation"



## By the numbers

- 11-13% IT turnover in 2022
- 3-5% Typical Council IT turnover
- ≈11% 2022 Council IT turnover
- 6 never filled vacancies
  - Security
  - Data engineering

Update on current IS staffing at the end of the presentation

# The 3 step plan explained



# Step 1 Emergency Declaration



## Overview

- \$4M total value
- Creative approach to an unprecedented situation
- Needed to maintain operational continuity
  - Core services-maintained uptime and operations commensurate with 2019
  - Achieved without additional funds unlike peers
- Committed to spending  $\approx 50\%$  with MCUBs
  - Atypical for emergency declarations
  - Required significant investment and focus
  - Established new MCUBs and relationships
  - Realized  $\approx 50\%$  spend with MCUBs



# Step 1 Emergency Declaration



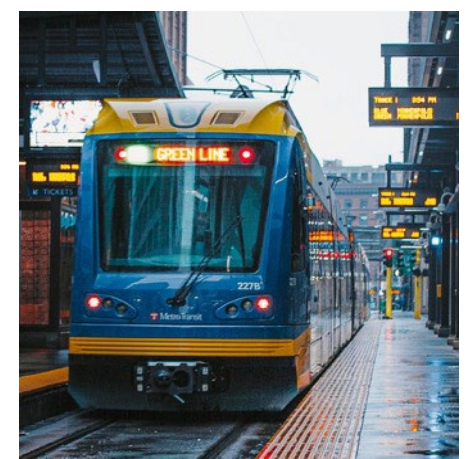
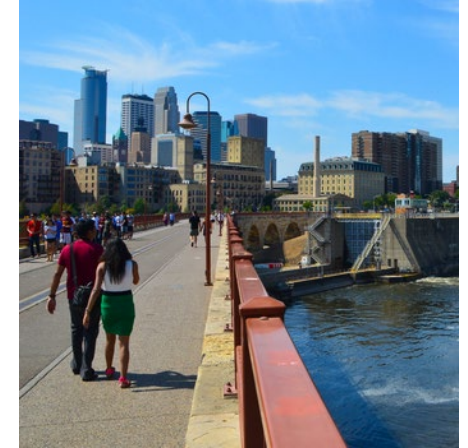
## Timeline

- 4/24/2022 ED Requested
  - With explanation of the full 3-part plan
- 4/26/2022 RA declared the ED
- 6/08/2022 BI 2022-164 approved by Management Committee
- 6/22/2022 BI 2022 Ratification by the Council
- 7/13/2022 Information item presentation to Management Committee
- 10/25/2023 ED effectively exhausted

# Step 2 CPV Interim IT Temporary Staffing

## Overview

- \$6M total value
- Bridge strategy until RFP is completed (step 3)
  - Avoided inflating ED value
- Leveraged Cooperative Purchasing Venture (CPV) Sourcewell
  - 4 large vendors (\$20B revenue)
- Timeline
  - 9/14/2022 2022-249 Management Committee
  - 9/28/2022 2022-249 Council



# Step 3 RFP IT Professional Services and Staff Augmentation



## Overview

- 10/25/2023 (today) 2023-255 Management Committee
- Goals
  - Expand breadth of vendors by establishing a pool
    - Resiliency
    - Capacity
    - Diversity of skills
  - Engage more MCUBs
  - Provide better value

# Step 3 RFP IT Professional Services and Staff Augmentation



## MCUB engagement

- 25% of annual contract spend to be with MCUBs
  - Commitment from IS, formal memo to OEE0
  - Novel MCUB spend objective
- Extensive outreach
  - Open houses
  - Social media
  - Council members
- 188 registered plan holders and 125 of plan holders (66%) identified as minority, woman, veteran, small or disadvantaged business enterprises
- 11 recommended MCUBs for award
- Preserves the Council's ability to do a sheltered MCUB procurement

# Step 3 RFP IT Professional Services and Staff Augmentation



## Value

- Exceptional response
  - 111 proposals
- Minimum discount levels secured in master terms
- Pricing evaluated as part of review process
  - Received pricing stronger than CPV

# Step 3 RFP IT Professional Services and Staff Augmentation



## Value – Order for Service

Every contracting opportunity

- Sent to all vendors
- All vendors given the same time to respond
- Uses a standard order for service form
- Selection based on value / business judgment

### 4. SAMPLE ORDER FOR SERVICE

(See Attachment No. 1 – Scope of Work for further information)

Date of Request: \_\_\_\_\_ Due Date of Request: \_\_\_\_\_

Tracking #: \_\_\_\_\_ Vendor Name: \_\_\_\_\_ Candidate Name: \_\_\_\_\_

POSITION TITLE		
<b>Position Responsibilities:</b> Council will provide a description of the position.		
<b>Note:</b> Items in <b>BOLD</b> font and asterisk * below under "Specification" are minimum requirements for <u>Position Title</u> . Items in <b>BOLD</b> font below listed in each role are minimum requirements for working experience/skill. Items not in bold/asterisk are desirable and do not have defined minimums. Defined minimums for these may be established in each request and relevant to the engagement description.		
*Specification	*Minimum Specifications	Identify qualifications (e.g. degree, number of engagements, years of experience, scope of work and/or duration of work – do not just answer Yes/No)
*Scheduled Start:	* <b>Five engagements lasting more than three months in <u>Position Title</u></b>	
*End Date:	* <b>Three months from start date</b>	
*Level of Education	* <b>B.S. or B.A. Degree</b>	
*Certification	* <b>Degree program or relevant certification dependent on role</b>	
*Years of experience in <u>Position Title</u>	* <b>Five years of experience in Web Specialist role</b>	
SKILLS & QUALIFICATIONS		

# Step 3 RFP IT Professional Services and Staff Augmentation



## Partnership

- **OEEEO**
  - Creative spend target strategy
  - MCUB vendor identification
  - MCUB vendor set up
  - Marketing/Awareness Generation
  - RFP rating support
  - MCUB spend reporting
- **Procurement lead Innovation**
  - Work order/vendor pool structure
  - RFP scoring format
  - BI fund allocation based on need and performance

Unique structure  
amongst peers

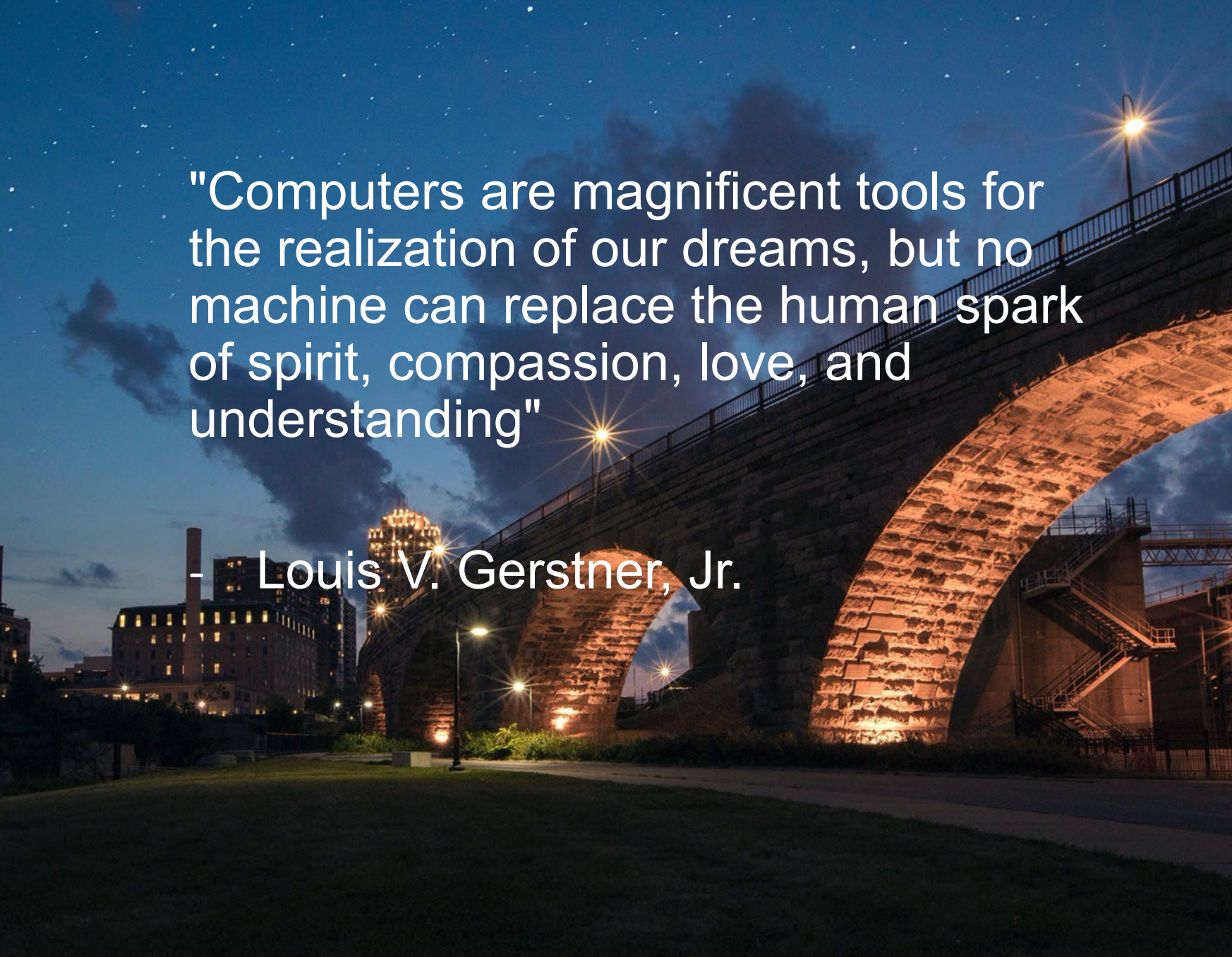
# Funding

- No new funding for IS
  - IS is one of few IT teams that has navigated COVID, inflation and the great resignation within established budgets
- Zero required financial obligation
  - All steps have been not to exceed amounts (maximums)
  - No minimums
- 2023-255 total value not to exceed \$35M over 5 years
  - Full value unlikely to be utilized due to allocation methodology
  - Additional capacity for unprecedented demand
  - Council approval to reallocate allocate
  - IS consistently delivers under budget



# IS staffing update

- 11-13% IT turnover in 2022
- 11% 2022 Council IT turnover
- 7% IT turnover in 2023
  - Inverted the regrettable vs. non regrettable ratio
- Hiring rate
  - 9 FTE 2021
  - 14 FTE 2022
  - 28 FTE 2023
  - ≈ doubled hiring rate in each quarter of 2023
- Project full staffing in Q2-3 2024
  - Significant work still to do



"Computers are magnificent tools for the realization of our dreams, but no machine can replace the human spark of spirit, compassion, love, and understanding"

- Louis V. Gerstner, Jr.



Thank You

Questions?

