

## Information Technology Staffing

*The Information Technology Division does not currently have the resources necessary to meet the needs of the City.*

### Background

City of San Bruno has both centralized and decentralized technology support staff, with the Public Safety & Public Works Departments having at least semi-dedicated resources. The Public Safety (Police and Fire) and Public Works Departments are funding these technology resources from their own budget.

The Division is currently overseen by an Information Technology Manager (the recruitment process is currently taking place) reporting to the Chief Financial Officer and has a System Administrator, two Information Technology Associates (with one Associate primarily focused on Public Safety needs and funded by the Police and Fire Departments) and a Management Analyst (primarily focused Public Works and funded by the Public Works Department).

For both the Information Technology Associate associated with public safety and the Management Analyst, technical and functional supervision are the responsibility of the Information Technology Manager and general direction is provided from the Police and Fire Captains, Battalion Chiefs, or designees in public safety, and the Public Works Director, Deputy Director or their designee for Management Analyst.

### Observations:

In addition to the needs described earlier in this document which supported additional staffing in the Information Technology Division based on the type and complexity of work, a comparison of the current staffing level with other municipalities in the State of California also supports the recommendation of increasing the number of resources in the Division.

In California, Information Technology Managers throughout the state have the option to join the Municipal Information Systems Association of California (MISAC), an organization that promotes the understanding and strategic use of information technology within local government agencies through sharing of best practices.

A poll of Information Technology professionals regarding the level of staffing in their agency (*Table 1 – Comparing Provision of Technology Support Services in Municipalities*) shows that the City of San Bruno is in the lowest tertile (lowest 1/3) of all Cities when comparing the total number of employees to authorized positions in their Information Technology Department/Division.

Obviously, it is difficult to make an “apples to apples” comparison of municipalities, some provide different services, and other have different levels of maturity in their service delivery models using technology. Additionally, some jurisdictions contract out for either general help or specialized services (as an example, the City of South San Francisco contracts out for two FTE positions, which, if included in the calculation of “Number of EE per IT Position” would have them at 45 employees per position in Information Technology, a lower ratio than San Bruno). However, even this rough approximation shows that currently the City of San Bruno is at the lower end of providing technology support services to our employees and supports strong consideration of adding staffing the City’s Information Technology Division.

## Recommendations:

Given the challenges faced by the Information Technology Division by the City's current major technology project portfolio, and that from multiple aspects, there is a clear need to find additional resources, adding the Information Technology System Analyst is a reasonable and prudent course of action at this juncture.

Adding Information Technology System Analyst at this time, rather than waiting for the next budget cycle, will allow him/her to start developing a deep institutional knowledge of the City's unique needs and operations so that he/she can work to provide tailored solutions that align closely with the City's goals and priorities. The addition of this position will ensure continuity and consistency in managing technology projects and services, building institutional memory that is invaluable for maintaining and improving these systems over time.

Addition of the Information Technology System Analyst will help in developing and refining the interactions between Information Technology staff and ALL City departments; fostering better communication and collaboration, resulting in better outcomes on technology projects. A strong partnership between the Information Technology Division and all City Department/Divisions will help ensure that technology initiatives are well-integrated with Departmental/Division needs and objectives, leading to more effective and customized solutions.

The City should also consider its current structure of having "dedicated" technology staff.

For the Police Department, because of their location, and the specialty nature of their technology, having Information Technology resources on-site allows for immediate support and more responsive troubleshooting in case of technical issues or emergencies. This minimizes downtime and service disruptions, ensuring that the Police Department's operations run smoothly. Additionally, in-house technology staff can focus on conducting regular maintenance and proactive monitoring to prevent potential problems before they escalate.

For Public Works, again because of the multiple locations and multiple disciplines associated with the Department, having a dedicated technology resource is a reasonable structure.

However, this structure of resources reporting to a different Department/Division can be difficult to navigate, with the individuals involved potentially facing conflicting priorities from different managers. If this practice does not present issues, there would not be a need to make a change, however, if this does arise, consideration should be given to moving reporting and management with to the user departments, and leaving only technical management with the Information Technology Division (which also might entail examination of the nature and

relationship of those Departments/Division with “Departmental Champions” (e.g. technology resource embedded in the Department/Division) and the service level provided by the Information Technology Division.

Finally, with the rise in cyber threats, municipalities must prioritize cybersecurity to protect sensitive data and infrastructure. Public sector organizations are attractive targets for cybercriminals due to the valuable information they hold and the potential impact of a successful attack. By properly staffing the technology function, and the Information Technology System Analyst will be able to assist the City to implement advanced cybersecurity measures, conduct regular risk assessments, and respond swiftly to potential threats.

In-house Information Technology professionals can implement robust cybersecurity measures and safeguard sensitive City data. Because in-house staff have the ability to develop a deep understanding of the City's infrastructure to develop comprehensive security strategies that protect against cyber threats. Direct control over technology resources and personnel ensures that access to critical systems and data is tightly managed and monitored

To address the increasing complexity of the City’s technology portfolio and the evident understaffing in our Information Technology Division, consideration of not just the immediate needs, but also the long-term strategic benefits of hiring an Information Technology System Analyst bears mentioning. The Information Technology Division is critical in driving innovation and digital transformation within the City, as well as ensuring that systems are not only maintained but are continuously improved to meet future demands. An Information Technology System Analyst would bring a specialized skill set that goes beyond routine technology tasks, enabling more efficient project management, data analysis, and system integration. This would lead to better resource allocation, enhanced cybersecurity measures, and improved overall performance of the City’s technology infrastructure. Investing in this role now will not only bridge the current skills gap but also position our Information Technology Division to proactively tackle emerging challenges, fostering a more resilient and forward-thinking technology environment for our community.