

ITS Strategic Roadmap – FY16

Finance (ITS)

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Background

ITS supports departments and agencies of the Metro Government via management of a \$17 million operating budget and \$14.3 million capital budget in fiscal year 2015. The ITS department is financially organized into two distinct funds.

- All of the technical divisions of ITS, except the Business Solutions division, are part of the ITS Special Fund (51137). For the most part as a Special Fund, services provided to departmental customers goes through a cost accounting process to determine a price per service unit. Each department is billed according to their use until all costs are allocated. These billings are known as *internal service fees*.
- The Business Solutions and PEG divisions of ITS are part of the Metro General fund (10101). Activities (which are primarily employee salaries and software licensing costs) of these areas are not billed out as a part of departmental billings.

ITS management has chosen to use the internal service fee model to allocate costs primarily because, when managed correctly, it provides a fair and logical mechanism by which departments can understand their utilization of IT services and operate accordingly. The downsides of the internal service fee model include complexity compared to a general fund model and misunderstanding of the billing model itself and fees generated.

The billing function is directed and managed for ITS by the Employee and Account Care (EAC) division. In addition to traditional incident and problem response, the ITS department supports the departments and agencies of the Metro Government through IT procurement for projects and ongoing activities which are handled by EAC.

Financial services include:

- Development and management of the operating and capital budgets,
- Development, preparation and communication for all internal service fee billing for departments, and ongoing support for billing questions and concerns,
- Coordination of all departmental procurements, including those that ITS staff incur during the course of projects for customers,
- Acts as departmental liaison with the Finance department – specifically the divisions of budgeting, procurement, and accounts and the fiscal divisions of other departments,
- Performance of all fiscal transactions for the department,
- Development of fiscal procedures and policies for department that comply with the established policies and procedures of Metro and the Department of Finance.



Stakeholders for financial services include customer departments and agencies; Metro Finance divisions of budgeting, procurement, and accounts; vendors and suppliers; and ITS employees and management.

Current Strategic Drivers

1. **Regulatory Compliance (High)** – Financial activities are governed by laws, regulation, and policy at the Federal, state and local levels, as well as established departmental policy.
2. **Customer Demand: Internal Service Fee Clarity (High)** – Customers (both internal and external) find that internal service fee billings are confusing and disjointed. They are also not able to draw comparison between the cost of service provided by ITS versus a provider from outside Metro Government.

On the Horizon Strategic Drivers

1. **Pending Administration Change (Medium)** – The new administration will bring a different philosophy toward resource allocation and budgeting, which has the potential to impact ITS staffing.
2. **New Technology: WEBudget Replacement (Medium)** – Finance OMB has initiated a project to replace the WEBudget application with Oracle Hyperion. This will significantly change processes during the budget cycle, but is expected to bring many, as yet undetermined, benefits to departments. Expected to be in place for the FY17 budget season.

Short Term Goals (0-6 months) 7/1/15 – 12/31/15

#	Goal/Objective	Est. Start	Est. Duration
1	Review and revise all customer invoice documentation	7/15	3 months
2	Revise departmental invoice release and follow up process, revision of processes for online self-services for departmental billing	7/15	6 months
3	Plan and implement formal review of ITS service billings as directed for FY17 billing cycle.	7/15	5 months
3	Work with Field Services division to review and revise modeling for personal computer replacement fund	11/15	On-going

Medium Term Goals (6-18 months) 1/1/16 – 12/31/16

#	Goal/Objective	Est. Start	Est. Duration
1	Plan for and implement integration of Service Manager data for all rate model data and inventory.	4/2016	6 months
2	With OMB, provide updated Training for ITS staff for Hyperion budgeting.	8/2016	2 months

