



## JACKSONVILLE CITY COUNCIL

### TRUE COMMISSION PERFORMANCE COMMITTEE MEETING MINUTES December 4, 2008 3:00 p.m.

City Council Conference Room B  
Suite 425, City Hall  
117 W. Duval Street

**Attendance:** Greg Anderson (Chair), Committee Members John Palombi, Ron Mallett, Marcella Lowe, Wes Benwick and Steve Jarecki

**Guests:** King Holzendorf and Marcus Haile – Information Technology Department

The meeting was called to order at 3:03 p.m. by Chairman Greg Anderson.

#### Minutes

The minutes of the November 6, 2008 meeting of the Performance Committee.

#### Past committee reports

Procurement and Contract Management Report: Commissioner Palombi reported that he has talked to City Inspector General Pam Markham who had previously asked the TRUE Commission to defer action on the subject of procurement and contract management while an internal review was performed. He now understands that the review took the form of a process mapping exercise for procurement practices, and included on the City proper, not the independent authorities and Constitutional officers. As he understands it, the process mapping exercise does not yet include any recommendations, nor any consideration of coordination or information sharing among City-affiliated agencies as the TRUE Commission's report on the subject recommended. There does not appear to be any movement toward convening a meeting/seminar/task force to share ideas among procurement agencies and standardize processes and procedures. Mr. Palombi thinks there may be potentially millions of dollars in saving to be had through improvement of procurement and contracting processes.

#### Information Technology Department overview

King Holzendorf, Director of the Information Technology Department (ITD) gave the committee an overview of his department's operations and its relationship with the independent authorities. He explained that all of the independent authorities have their own IT departments but the City's ITD handles any connectivity issues their systems may have with the City's system. The Sheriff's Office and Fire and Rescue Department both support their own IT systems, but ITD supports the citywide radio system. The City and its independent agencies do have a cooperative relationship and often work together on projects and sharing information.

Mr. Holzendorf reported that ITD is trying to move from a staff of reactive, repair-oriented employees to a system of strategic partnerships with user agencies. An IT Steering Committee was created to promote cooperation and standardization among all the user entities, composed of a representative from every city department and Constitutional officer, with the Office of General Counsel, ITD and the Council Auditor's

Office as ex officio members. ITD was supporting over 400 separate, stand-alone legacy systems resulting from independent departmental purchasing practices over the years. Now they are trying to steer everyone to unified, systemic systems and away from specialized “silo” packages, which is difficult because everyone wants products customized to their exact preferences. ITD has instituted a Customer Relations Management Group (CRMG) with customer services representatives who act as a single point of contact with the ITD for each department or agency. After a brainstorming session at the beginning of the year ITD had a list of 400 potential technology projects to work on this fiscal year; the CRMG representatives narrowed it down to 60, and the IT Steering Group honed it down to 40 for implementation this year.

Mr. Holzendorf felt that the City could probably keep 50% of the 400 legacy systems if the decision was made to go to a completely unified, citywide technology system. A few of the systems will probably stay independent in any case (Public Works Department’s EPIC and MAXIMO systems, Human Resources’ Oracle, etc.). ITD has found that some of the off-the-shelf software packages available on the market don’t do everything the City needs or wants them to do (for example many are geared toward private sector applications and don’t have all the features a government needs), and the vendors are not particularly interested in spending a lot of time or resources customizing or modifying their packages for governmental use. Legacy systems are expensive and time consuming to migrate over to newer, better permanent systems, so the transition will have to be planned *very* carefully so as not to crash major functions.

Departments now have to justify any special designs or customized applications to ITD’s satisfaction before getting approval to purchase them. The applications have to move the whole City forward before they will be approved. ITD portfolio managers will be responsible for strategizing and managing the various systems and how they inter-relate. ITD’s operating budget is approximately \$23 million in direct charges and \$22 million in internal service charges to the using agencies. Their capital budget this year is \$5 million and the department has 194 employees.

The committee decided to hold its next meeting at Mr. Holzendorf’s office to view the system architecture diagram that takes up one wall of a conference room in the ITD offices and took a full year to map out.

There being no further business, the meeting was adjourned at 3:55 p.m.

Jeff Clements, Chief  
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630-1405

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1:15 p.m.