

## Memorandum

---

**To:** Honorable Board of Directors

**From:** Jeffrey E. Small, Chief Information Officer

**CC:** Sue McCormick, Bill Wolfson, Nicolette Bateson, Angela Stevenson

**Date:** November 29, 2018

**RE:** Response to Questions from Vice Chairman Baker – Change Order NO. 3,  
Information Technology Staff Augmentation

---

Contract GLWA CS-071 Change Order #2 was approved by the GLWA Board of Directors on December 13, 2017. With this change order, in addition to the named staffing resources holding placements at GLWA Information Technology (IT), a line item was added that also allowed for the assignment of “As Needed Staff” for staff augmentation. This contract structure is carried over in GLWA CS-071 Change Order #3 which was approved by the GLWA Board of Directors on November 28, 2018. This format supports the ability to augment the current IT teams with staff as needed for:

- \* Project-based work with definitive timelines that do not require permanent, long-term, direct-hire employment scenarios
- \* Backfilling IT operational duties, so that IT team member can service as subject matter experts on projects that require established institutional knowledge
- \* Providing specialized technical expertise that does not exist in the current IT team members’ experience or skill sets
- \* Obtaining candidates for difficult to fill technical positions that have remained open despite our standard recruitment efforts

The “As Needed Staff” is funded as a lump sum of \$350,000 over a year term and references a rate table (see attached) that includes 37 various technical job titles with minimum and maximum rates for each. The average rate for the minimum (\$68.29) and the maximum (\$146.00) rates which results in approximately 2 full-time FTEs for the calendar year. However, the number of hours will vary significantly based on the type of resources that are placed and the amount of time they are on assignment.

This amount allocated for as needed staffing was identified based on the following:

1. Evaluating current GLWA Information Technology key initiatives – A review of the upcoming year’s key initiatives and project needs.

2. Identifying Influencers – There are internal and external factors that were taken into consideration as potential impacts to staffing needs. External influencers include current local IT hiring trends discussed at various conferences, ongoing conversations with peers in the IT industry, a review of the 2018 DICE and Salary.com to determine industry standard salaries for common IT positions. Internal influencers include the length of time taken to recruit existing hard to fill positions and examining the available budget for staffing.

3. Analyzing the current state of GLWA IT operational functions – this analysis included examining the current state of IT systems and the support needed, using the Infotech IT capacity planning analysis for the 2019 calendar year and the existing number of current vacancies.

Job Title	Min Rate	Max Rate
Application Systems Analyst	\$65.00	\$125.00
Application Systems Architect	\$80.00	\$145.00
Backup System Administrator	\$70.00	\$148.00
Business Analyst	\$60.00	\$120.00
Business Continuity Specialist	\$70.00	\$148.00
Business Systems Productivity Specialist	\$65.00	\$185.00
Data Warehouse Architect	\$80.00	\$145.00
Database Administrator	\$70.00	\$148.00
Desktop Engineer	\$50.00	\$100.00
Desktop Support/Deployment	\$50.00	\$100.00
ECM / Sharepoint Developer	\$55.00	\$155.00
ERP Administrator/Developer	\$90.00	\$200.00
GIS Analyst	\$65.00	\$135.00
Human Resources Information Systems Administrator	\$85.00	\$200.00
Human Resources Information Systems Analyst	\$85.00	\$200.00
Infrastructure /Systems Architect	\$80.00	\$145.00
Infrastructure Administrator	\$55.00	\$148.00
Infrastructure Team Lead	\$80.00	\$200.00
IT Administration	\$50.00	\$150.00
IT Support Specialist	\$50.00	\$150.00
Mail Server Administrator	\$55.00	\$120.00
Network Engineering	\$65.00	\$150.00

Office 365 Administrator	\$55.00	\$120.00
Programmer Analyst	\$70.00	\$125.00
Project Management	\$80.00	\$235.00
Quality Control Analyst	\$60.00	\$120.00
Security Analyst	\$65.00	\$125.00
Service Desk Analyst	\$60.00	\$85.00
Service Desk Team Lead	\$60.00	\$200.00
SharePoint Administrator/Developer	\$55.00	\$155.00
Software Engineer	\$146.00	\$206.00
Storage System Administrator (SAN)	\$70.00	\$148.00
Systems Administrator	\$87.00	\$125.00
Technical Writer	\$60.00	\$100.00
Telecommunications Team Lead	\$55.00	\$125.00
Telecommunications Technician	\$55.00	\$125.00
VoIP Administrator	\$55.00	\$125.00
Web Developer	\$87.00	\$130.00