

OFFICE OF THE CHIEF TECHNOLOGY OFFICER

FY 2023 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 12, 2024



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1 OFFICE OF THE CHIEF TECHNOLOGY OFFICER

Mission: Direct the strategy, deployment, and management of D.C. Government technology with an unwavering commitment to I.T. excellence, efficiency, and value for government, residents, businesses and visitors.

Services: The Office of the Chief Technology Officer (OCTO) is the central technology organization of the District of Columbia Government. OCTO develops, implements, and maintains the District's technology infrastructure; develops and implements major enterprise applications; establishes and oversees technology policies and standards for the District; provides technology services and support for District agencies, and develops technology solutions to improve services to residents, businesses, and visitors in all areas of District government. Combining these services into a customer-centered mission-driven organization is the responsibility of the Office of the Chief Technology Officer.

2 2023 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
In FY23, OCTO launched the Tech Enablement team, the objective of the team was to support District agencies in the learning, adoption, use and understanding of enterprise technologies to include the evangelization of digital tools that would help agency personnel in their day-to-day work.	Armed with these new skills and knowledge, OCTO is enabling DC Government employees to work smarter for DC residents and businesses. Login - Employee Center	In FY23, the team trained 5,688 people on dozens of enterprise work tools, drove 171,000 visits to the self-help knowledge base at octohelps.dc.gov, developed and are the Tech Enablement Community to 1,600-members and received a 96 percent satisfaction scores.
In FY23, OCTOhelps.dc.gov was launched, which streamlined how DC Government employees access IT assistance, track inventory, and off-and-onboard new staff paid huge dividends.	More than 202,000 tickets were submitted in FY 23, and each ticket allowed employees to track progress on their requests, interact with technicians and service desk member through a single platform. And best of all, 96% reported they were satisfied with their experience. And with over 500 self-help articles where employees can learn how to reset passwords, sign-up for training, etc. an untold number of would-be tickets were diverted. In FY24, in coordination with DCHR, we will launch a similar system for HR tasks and self-help articles to make life for DC Government easier and allow them to focus on delivering services.	This accomplishment is internal to DC Government.
In FY23, OCTO successfully moved from beta to launch the new DC Business Portal at business.dc.gov. Since it's February 2023 launch, portal usage has continued to grow by 12 percent month over month.	OCTO is the implementing agency for this transformative citywide initiative.	More than 825 individuals have started the process to create a new business and nearly 10,000 have visited the site to date to either manage their existing business or just get information on how to get started. In FY24, we plan to launch expanded services including professional licensing, housing benefits and supports, and begin to launch family focused features to support children when not in school.

3 2023 OBJECTIVES

Strategic Objective

Meet all of our commitments for ongoing maintenance activities and new projects on time and on budget

Keep existing customers and win over new customers with the combined effectiveness and value of our products and services

Increase the number of customers who are satisfied and would be willing to recommend us to others without hesitation

Secure our systems and data from all threats

Foster a people-centered work environment where staff are motivated and inspired

Create and maintain a highly efficient, transparent, and responsive District government.

4 2023 OPERATIONS

Operation Title	Operation Description
Meet all of our commitments fo	r ongoing maintenance activities and new projects on time and on budget
Data Transparency and Accountability: Daily Service	Collects, analyzes, and publishes government data for easy consumption for both the government and general public.
DC Georgraphic Information Systems - GIS: Daily Service	Provides critical georspatial data to District government agency staff within public safety, economic development, education, transportation, city planning and operations areas.
DMV Application Solutions: Daily Service	DMV Application Solution - Provides system development, maintenance and new functional enhancements for Department of Motor Vehicles' (DMV) business applications, which support vehicle registration, driver's license/identification cards, dealer tags, residential parking permits, insurance verification, adjudication, law enforcement services with on-site and back-office services, the DMV web portal, and mobile application development.
Electronic Document Management - Filenet: Daily Service	Centralizes IT infrastructure support for the various electronic and paper records throughout the District. It provides system administration, maintenance and application support for agencies using Filenet and Kofax applications. It is repository for electronic content.
Agency Management: Daily Service	Responsible for critical business issues, organizational development and workforce management.
Keep existing customers and wir and services	over new customers with the combined effectiveness and value of our product
Application Implementation: Daily Service	Provide project management, application development, application implementation, technical consultations and application maintenance and support for District agencies to enhance information flow and responsiveness t residents and to make government more efficient. ers who are satisfied and would be willing to recommend us to others without
hesitation	-
DC Network Operations Center: Daily Service	Provides around-the-clock monitoring of critical data, wireless and voice network components, along with server and web applications; also provide after-hours and weekend call center services that support multiple agencies.
DC-NET: Daily Service	Supplies a fiber-optic telecommunications platform serving as the core foundation an dprimary backbone conduit of all technology and
	telecommunications services used by District employees and manages secure voice, video and data services.
Information Security: Daily Service	Manages and maintains an information security architecture that mitigrates security vulnerabilities with the DC Government's technology infrastructure; provides a secure applicaiton and network environment for all District government agency systems.
Mainframe Operations: Daily Service	Provides reliable, secure and efficient computing environments with sufficient resource capacity to meet the inforamtion processing requirements of the mainframe applications in OCTO's data centers.
Data Center Facilities: Daily Service	Maintains the premises for OCTO's data center sites, including facilities operations and upgrade, resource allocation and access control, power management and site security.
Identify Management Systems: Daily Service	Manages the District's identity and access management systems used in suppor employees and District residents, provides PIV-1 (Personal Identity Verification Interoperability) solutions for DC government agencies seeking to issue and us highly security PIV-1 credentials, and operates the DC One Card (DC1C) center that provide identity cards for citizens.

(continued)

Operation Title	Э
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Operation Description

Secure our systems and data fro	om all threats
Applications Solutions -	Provides systems development, maintenance and new functioal enhancement
DMV: Daily Service	for Department of Motor Vehicles' (DMV) business application.
Human Resource Application Services: Daily Service	Operates the Human Capital Management technology used by all District employeement and DCHR.
Procurement Application Services: Daily Service	Supports the Office of Contracting and Procurement by maintaining and enhancing the Procurement Automated Support System (PASS) which enables purchasing, receiving of goods, and contract compliance for all District agencies; delivers a centralized workflow for the procurement function of the District government.
Web Maintenance: Daily Service	Establishes, maintains, and implements standards, guidelines, policies and procedures for maintaining DC.GOV web portal, which has over 100 District agency websits and is visited over 25 million times a year by District residents, businesses and visitors.
Email (citywide messaging): Daily Service	Provides collaborative email services engineering, operations management and modernization for entirety of the District government; manages mobile messaging systems engineering and operations.
OCTO Helps: Daily Service	Provides around-the-clock support of desktop products and services for District agencies with certified technicians who apply industry best practices with industry-level software tools, combined with service-level agreements to provide solutions for all end-user computer needs.
	environment where staff are motivated and inspired
Enterprise Cloud and	Delivers a cost-effective, highly available and scalable cloud computing platform
Infrastructure Services: Daily Service	capable of meeting the District's current and future demands.
Telecommunications	Manages a portfolio of approved vendors and contract vehicles to purchase
Governance: Daily Service	telecommunications products and services, complying with procurement guidelines and works with all District agencies to monitor and certify telecommunications inventories.
Strategic Investment Services: Daily Service	Provides program budget coordination and identifies and monitors the agency's ongoing priorities and critical new capital investments.
Digital Inclusion Initiative: Daily Service	Leads OCTO efforts to foster technology inclusion throughou outreach and coordination by developing specialized services, public events, and engagement campaigns to empower District residents and small businesses to embrace an expanding digital landscape.
Create and maintain a highly eff	ficient, transparent, and responsive District government.
Application Quality Assurance: Daily Service	implements industry best practices for independent software and system testing for DC Government agencies. The team utilizes various testing tools and provides a wide range of testing services including functional testing, regression testing, integration testing, and performance and load testing to ensure application software and systems conform to the required specifications and business requirements for high quality functionality and performance.

5 2023 STRATEGIC INITIATIVES

Title	Description	Update
Portal Development	In FY23, OCTO will develop and pilot user friendly and adaptable portals for District residents scoped on stakeholder user experience.	Completed to date: 75-99% In FY23, OCTO reached significant milestones for this ongoing initiative. In Q2,we officially launched the Business Portal in coordination with DLCP. Additionally, in FY23, we continued to work with ABRA, DLCP and other agencies in the Operations and Infrastructure Cluster to gather requirements for additional portals. This is an ongoing initiative. This is an ongoing initiative.
DC .Gov Redesign	The modernization and beautification of DC.gov website that is simple to use, anticipates what users want where they want it, and streamlines the more than 80 agency domains that live independently under the DC.gov portal.	Completed to date: 75-99% After significant procurement delays, the contract was awarded near the very end of Q4. OCTO did however complete and assess more than 1,200 survey responses from DC residents across all 8 wards. In addition, OCTO held 6 live listening sessions to gather direct feedback and ideas. The results of both will be used by the vendor in its initial analysis. In FY23, OCTO experienced significant procurement delays for this project, which led to descoping to ensure meaningful work would be completed this fiscal year.
Directory Services Modernization	The goal of the multi-year Directory Services Modernization project is to implement a modernized consolidated Active Directory (AD) infrastructure that enables user mobility, common user provisioning processes, consolidated reporting, and unified management of machines as well as Single Sign-On (SSO) for all DC Government users. A robust, scalable and highly efficient consolidated Active Directory architecture and identity management system architecture will minimize District's exposure to crippling cyberattacks.	Completed to date: 75-99% This is an ongoing initiative, in FY23 we successfully completed pilots with both DOB and DLCP. We continue to modernize our current Directory Services platform to support enterprise-wide consolidation in the upcoming FYs. This is an ongoing initiative to modernize a complex operating environment.

In FY 2023, Office of the Chief Technology Officer had 9 Strategic Initiatives and completed 11.11%.

Enterprise Procurement Solution	OCTO, in partnership with OCP, will support the modernization of the Districts procurement platform. This initiative will drive the creation of modern procurement processes across all agencies, will create vendor specific functionally to ease the process of discovering and responding to solicitations and will replatform the on-premise hosted version to a vendor supported and operated cloud platform.	Completed to date: 0-24% OCTO continues to support OCP with their modernization project. The project has experienced some unexpected delays due to client engagement, once OCP is ready to reengage/restart the project, OCTO remains ready. The project has experienced some unexpected delays due to client engagement, once OCP is ready to reengage/restart the project, OCTO remains ready.
IT Services Demand and Delivery Platform	OCTO will develop and implement a new service delivery platform that hosts a modernized IT service desk experience and automates tracking of IT services costs, demand, and delivery.	Completed to date: Complete OCTO completed the CMDB module within the platform, using a multi-source integration model. We also deployed asset management at two agencies and are in the process of completing the work for OCTO. During the past 12 months, the team deployed more than a dozen catalog items, including International Travel Request Form, onboarding and offboarding for several agencies, and a variety of performance dashboards. We have also kicked off the HR Service Desk effort, and will be expanding our Service Catalog offerings by 50% within the next four months. Lastly, since March 2022 nearly 300k tickets were submitted.
Enhancing the Peoplesoft Employee Experience	OCTO, in partnership with DCHR, will drive the creation of a simplified, moderni and accessible front end for employee facing services including benefits enrollment to timesheets to access to training. This effort will create a modern and usable product that will increase employee satisfaction and allow DCHR greater insight into employee relations.	Completed to date: 50-74% In FY23 Q4, OCTO awarded a contract to create an HR Helpdesk for DCHR that integrates with Peoplesoft and will phase will launch in FY24 Q1. OCTO is working with the Mayor's Office of Innovation to develop an application to fill hard to fill positions, which will be completed in Q1 of FY24. In FY24, will continue implementing enhancements for position recruitment etc.
Core Network Modernization	Legacy core equipment is end of life and end of service, putting network infrastructure security at risk. These upgrades completed as a result of this initiative will reduce vulnerabilities and increase reliability in DC's core network environment	Completed to date: 75-99% This is a multiyear project ending in FY28; the team remains confident that the 60 site upgrades will be completed by the end of FY28,contingent on any manufacturing delays. As of Q4, OCTO installed 13:19 (68% completion rate for our FY23 internal goal) planned critical core network site upgrades; the remainder will be completed in the upcoming fiscal year(s). When this project is complete, there will be at least 60 modernized sites in the District's inventory. This is a multiyear project ending in FY28, consisting of critical core site upgrades, major administrative site upgrades and small- to mid sized site upgrades.

Risk Management Framework	The Risk Management Framework provides a process that integrates security, privacy, and other cyber risks into the system and platform development life cycle. The risk-based approach to control selection and specification considers effectiveness, efficiency, and constraints due to applicable laws, directives, Executive Orders, policies, standards, and/or regulations. This framework will help drive DC Government to make smart technology investments while making sure the systems and platforms risks are documented and addressed.	Completed to date: 50-74% In F23 Q4, the program continues to prioritize application assessment and implementing a scanning platform that will perform scheduled continuous assessments of DC Government applications. In FY23, OCTO continuously researched and established policies and processes that integrate security, privacy, and other cyber risks into the system and platform development life cycle. Note, this an ongoing initiative.
Digital Equity Infrastructure Bill - Year 1 implementation	In FY23 we expect to: obtain \$5.5 mil in planning grant funds, obtain CPF funds to begin a large investment in open-access broadband infrastructure, administer and expand CIP throughout Ward 5, develop and obtain NTIA approval of our 5-year action plan (BEAD) and State Digital Equity Plan, and coordinate other agencies in seeking partners and applying for state competitive digital equity grant funds.	Completed to date: 75-99% This is a multiyear federal initiative. In FY23 Q4, OCTO delivered the 5 Year Action Plan and is on track to submit the Digital Equity Plan and the B.E.A.D. initial proposal at the end of FY24 Q1. Additionally, the Digital Equity Survey was launched to seek feedback from residents, community partners and the TechTogether Partnership on the District's digital equity strategy. Lastly, since Q3, OCTO organized and participated in over 30 stakeholder events in all 8 Wards. This is an ongoing initiative, estimated to reach substantial completion in FY28. In FY24, the Districts intends to launch its implementation period.

6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators											
reasile	Directional	ET 202	\$7 ²⁰²²	51 2023 CT	5 ⁴²⁰²³ 02	5×202003	FT 2023 QA	£ ^{4,2023}	5 ^{4,2025} 78 ⁵	148-2014 HILLER	Expanation of Unnat Val
Meet all of our commitments for ong	going mainte	nance activi	ties and new	projects on	time and on	budget					
Percent of calls answered in 30 seconds	Up is Better	61.4%	44.2%	77.4%	81.7%	81.3%	71.7%	80.3%	80%	Met	
Percent of desktop issue tickets resolved within 4 (Four) hours	Up is Better	88.8%	72%	62.8%	50.9%	51%	89.7%	54.7%	85%	Unmet	This FY, OCTO continuously worked to finalize the universe for this metric, while migrating data to ServiceNow. We experienced significant growing pains; however have a locked universe for FY24.
Percent of IT Helpdesk Tickets resolved within 1 (one) business day	Up is Better	81.1%	89.4%	70.3%	49.6%	49.6%	90.5%	50.8%	80%	Unmet	This FY, OCTO continuously worked to finalize the universe for this metric, while migrating data to ServiceNow. We experienced significant growing pains; however have a locked universe for FY24.
Percent of calls resolved in call center on first call	Up is Better	58.7%	58.8%	60.2%	80%	80%	53%	68.3%	80%	Unmet	In Q2 of FY23, OCTO began rolling out its new CRM,

Key Performance Indicators

ServiceNow; which provided the agency the ability to holistically track and measure our progress on various measures. As of Q3, ServiceNow became the system of record and tool to pull data, which improved accuracy by providing agency for all divisions instead of 2 data sources. If we continued to track based on the original source, we would have met or exceeded our FY23 goal. We will revisit the FY24 goal, ensuring that it is intentional yet a push for our continued client/customer service platform.

Key Performance Indicators (continued)

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Neostine	Directionality	\$ ⁷²⁰²	57 2022	FY 2023 C	FX 2023 C	FY 2023 C	5×202304	572023	\$ ⁷²⁰²⁵ 10	N ⁸⁵² 023	Expandio.
Percent of inquires responded to customers within GIS's Standard Service Level of Agreement (SLA)	Up is Better	95.3%	97%	96.2%	96.1%	94.3%	95%	95.3%	90%	Met	
Percent of abandon rate for IT Heldesk calls	Down is Better	6.4%	13%	7.8%	10%	10%	7%	8.7%	10%	Met	
Mean Critical Incident Response Time in Minutes	Down is Better	New in 2023	New in 2023	98	30	30	93	63	New in 2023	New in 2023	
Percent of incidents/issues/tickets resolved at first contact	Up is Better	New in 2023	New in 2023	67%	80%	80%	53%	70%	New in 2023	New in 2023	
Percent of escalated tickets	Down is Better	New in 2023	New in 2023	27%	42.7%	42.7%	37.3%	37.4%	New in 2023	New in 2023	
Mean Non-Critical Incident Response Time in Minutes	Down is Better	New in 2023	New in 2023	194	160	160	119	158.3	New in 2023	New in 2023	
Percent of requests completed within SLA timeline	Up is Better	New in 2023	New in 2023	100%	100%	93.5%	95%	97.1%	New in 2023	New in 2023	
Percent of system uptime (the amount of time that our machines have been working reliably as part of your computer network) in Solarwinds	Up is Better	New in 2023	New in 2023	99.8%	99%	99.5%	99.8%	99.5%	New in 2023	New in 2023	
Percent of incidents resolved remotely	Up is Better	New in 2023	New in 2023	0%	No ap- plicable inci- dents	No data avail- able	No data avail- able	No data avail- able	New in 2023	New in 2023	
Percent of incidents reported via self-service portal	Up is Better	New in 2023	New in 2023	37%	41.1%	11.4%	11.1%	41%	New in 2023	New in 2023	
Number of unplanned service disruptions related to planned changes	Down is Better	New in 2023	New in 2023	1	1	0	429	431	New in 2023	New in 2023	

Keep existing customers and win over new customers with the combined effectiveness and value of our products and services

Percent of routine agency web	Up is	95.5%	93.9%	Annual	Annual	Annual	Annual	97.1%	90%	Met
update requests fulfilled within 24	Better			Mea-	Mea-	Mea-	Mea-			
hours by Web Maintenance				sure	sure	sure	sure			

Key Performance Indicators (continued)

rueshue	Directional		< ^{1,2022}				, 4 ²⁰²³ 04	57 2023	54 2023 Tarr	Nearly Met	Expanation of Unnet UP
Percent of Tier 1 tickets resolved within 30 minutes by the Networks Operations Center (NOC)	Up is Better	94.2%	89.9%	71%	100%	97.1%	97.1%	89.9%	90%	Nearly Met	Overall for FY23, OCTO met if not exceeded our goal of 90% but Q1 presented our Network Operations Center with a few challenges, which resulted into streamlining and constant review of process improvements to ensure that all staff were trained on operations, but also how to triage and identify duplicate and other ticket with the goal of being efficient and effective to our stakeholders.
Percent of uptime for all OCTO-supported infrastructure	Up is Better	99.2%	99.5%	99.5%	99.8%	99.9%	99.6%	99.7%	99%	Met	
Percent of customers that are new	Up is	New in	New in	1.2%	1.2%	0%	2.4%	2.4%	New in	New in 2023	
to utilizing OCTO services	Better	2023	2023						2023		
Percent of returning OCTO	Up is	New in	New in	98.2%	98.2%	99.4%	97.6%	97.6%	New in	New in 2023	
customers	Better	2023	2023						2023		
Percent of tickets with no known	Down is	New in	New in	0.2%	6.6%	0.2%	1%	2.2%	New in	New in 2023	
resolution	Better	2023	2023						2023		
Increase the number of customers wh	o are satisfi	ed and woul	d be willing	to recomme	nd us to oth	ers without	hesitation				
Percent of tickets that are	Down is	New in	New in	0.5%	0.7%	0.8%	1%	0.7%	New in	New in 2023	
re-opened after closure	Better	2023	2023						2023		
Secure our systems and data from all	threats										
Annually add 5 (Five) percent new	Up is	5%	5%	Annual	Annual	Annual	Annual	No data	-	-	In FY23, OCTO determined that
data-sets to Data Catalog,	Better			Mea-	Mea-	Mea-	Mea-	avail-			this is not a impactful measure.
Dashboards, Reporting Environments				sure	sure	sure	sure	able			•
and Applications											
Foster a people-centered work enviro	nment when	e staff are i	notivated ar	d inspired							
Percent of District with access to	Up is	16.6%	18.4%	No data	18.4%	18.4%	18.4%	18.4%	17.5%	Met	
public Wifi system	Better			avail-							
				able							

Net Promoter Score (for OCTO as	Up is	New in	New in	Annual	Annual	Annual	Annual	No data	New in	New in 2023
employer) 1-10	Better	2023	2023	Mea-	Mea-	Mea-	Mea-	avail-	2023	
				sure	sure	sure	sure	able		

Workload Measures

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rheesure	\$720 ²	57202	ET 2013 O'	5 ⁴²⁰²⁵⁰²	< ⁴²⁰¹⁵ 05	5 ⁴²⁰²³ GA	57 2023
Agency Management							
Number of payments processed by the DC Department of Motor Vehicles (DMV) Destiny System	939,700	689,295	207,427	218,460	295,548	248,039	969,474
DC Georgraphic Information Systems - GIS							
Number of geospatial dataset downloads	75,867	60,763	22,223	23,849	20,711	26,354	93,137
Number of DC government employees who have taken a OCTO's DC Geographic Information System (GIS) led classes via DC Department of Human Resources' (DCHR's) Workforce Development Administration	85	46	10	17	420	18	465
Data Transparency and Accountability							
Number of Business Intelligence dashboards and reporting environments developed	157	112	27	43	32	30	132
Number of active dashboard development projects for Citywide Data Warehouse	102	96	28	13	20	14	75
Application Implementation							
Number of software applications tested	116	94	18	21	14	27	80
Number of software development projects initiated and completed	6	4	No applicable incidents				
DC Network Operations Center							
Number of change request managed by Change Advisory Board	1,867	1,243	381	445	504	429	1759
Number of critical data, wireless and voice network components, server and web application being monitored by the Network Operations Center (NOC)	87,545	89,044	22,368	22,511	22,582	22,614	90,075
Number of support calls received by the NOC to ensure government operations and continuity	5,411	3,713	977	955	965	939	3836
Number of Incidents	New in 2023	New in 2023	1,918	1,177	1,083	1,870	6048
Number of Active Tickets	New in 2023	New in 2023	110	129	27	127	393
Number of Recategorized Tickets	New in 2023	New in 2023	447	290	88	86	911
DC-NET							

Workload Measures (continued)

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ressure	\$1202	572022	<12023 O	5 ⁴²⁰²³ 02	<1 ²⁰²³ G3	<12023 GA	572023
Number of public WiFi hotspots	705	807	807	810	810	810	810
Applications Solutions - DMV							
Number of transactions processed by the DMV Destiny System	977,932	733,371	203,815	323,117	229,657	302,392	1,058,981
Number of on-time delivery of releases to Department of Motor Vehicles (DMV)	4	4	1	1	1	1	4
Email (citywide messaging)							
Number of email messages transacted to District electronic mailboxes	83,650,000	86,000,000	20,625,000	21,750,000	20,500,000	21,900,000	84,775,000
Number of email messages transacted within Citywide messaging Infrastructure	596,200,000	601,600,000	149,950,000	151,500,000	149,750,000	151,175,000	602,375,000
Human Resource Application Services							
Number of timesheets processed by PeopleSoft Human Capital Management System	11,136,539	8,201,753	2,882,121	2,867,956	2,821,060	2,505,259	11,076,396
Number of employees supported by PeopleSoft Human Capital Management System	152,329	113,750	37,497	38,156	38,700	39,692	39,692
Number of transactions processed by PeopleSoft Human Capital Management System	12,790,168	12,626,165	3,344,532	3,353,090	3,139,175	2,492,311	12,329,108
Number of federal annuitants supported by PeopleSoft Human Capital Management System	14,217	10,460	3,460	3,457	3,443	3,426	3426
Number of District residents supported by PeopleSoft Human Capital Management System	6,483	5,556	2,715	2,360	2,297	1,494	1494
OCTO Helps							
Number of help desk support incidents received	87,699	42,736	23,078	60,000	54,487	22,179	159,744
Procurement Application Services							
Number of requisitions processed by the District Procurement System	23,491	23,269	6,257	5,662	3,872	3,856	19,647
Number of transactions processed by the District Procurement System	289,601	282,192	64,788	65,343	56,249	86,772	273,152
Web Maintenance							

Number of after-hours support request	631	401	124	104	28	20	276	
of web content and maintenance activities								